

A close-up photograph of a hand drawing liquid from a small glass vial into a syringe. The hand is dark-skinned and the background is a soft, pinkish-red gradient. The syringe is white with a needle inserted into the vial. The text 'GLOBAL PLAN 2021' is overlaid on the image.

GLOBAL PLAN 2021

© International Federation of Red Cross and Red Crescent Societies, Geneva, 2020

Any part of this publication may be cited, copied, translated into other languages or adapted to meet local needs without prior permission from the International Federation of Red Cross and Red Crescent Societies, provided that the source is clearly stated.

Cover photo: © American Red Cross / Daniel Cima

Contact us:

Requests for commercial reproduction should be directed to the IFRC Secretariat

Address: Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland

Postal address: P.O. Box 303, 1211 Geneva 19, Switzerland

T +41 (0)22 730 42 22 | **F** +41 (0)22 730 42 00 | **E** secretariat@ifrc.org | **W** ifrc.org

CONTENTS

Message from the Secretary General	2
Introduction	3
THE IFRC'S STRATEGIC OUTLOOK	4
Strategy 2030	5
Agenda for renewal	7
Plan and budget 2021–2025	8
Value of regular resources	10
THE IFRC'S WORK IN 2021	14
Our work by Strategic Priority	16
Climate and environmental crises	16
Evolving crises and disasters	18
Growing gaps in health and well-being	20
Migration and identity	23
Values, power and inclusion	26
Mobilizing investment for 2021 by result	28
Our work by Enabler	29
Engaged – with renewed influence, innovative and digitally transformed	29
Accountable – with an agile management and a renewed financing model	31
Trusted by communities, owned and valued by the membership	33
Our work by Region	36
Africa	37
Americas	40
Asia Pacific	43
Europe	46
The Middle East and North Africa	49
Conclusion	52

MESSAGE FROM THE SECRETARY GENERAL

Uncertainty is a word that is frequently used when imagining what to expect in the coming years. What challenges will we face tomorrow and how can we prepare for them today?

In the IFRC, we are doing just that- preparing for change. Through **Strategy 2030**, our global network is focusing our efforts on the decade's challenges and adapting so that we are ready to meet them.

We have laid out our vision for the future of the IFRC in the **Agenda for Renewal**. We are stronger when we work together, so the IFRC will redouble our engagement in supporting our member National Societies' work and development. We will continue to earn the trust that we are given, becoming leaner, stronger, and more accountable.

The COVID-19 pandemic has changed so much in the last year. It has taken lives, fragilized economies, pushed many into vulnerability and hardship, and tested our ability to unite in our response. However, it is not the only crisis. We continue to face increasing disasters, climate change and conflicts that erode the resilience of the most vulnerable.

As we move forward, we must meet these new challenges while keeping stride with those we know too well already.

Through our Plan and Budget 2021–2025, we have laid out ambitious goals for meeting global challenges including six flagship initiatives that will help us reach our targets. The availability of regular resources will be crucial in making progress.

The first of these initiatives focuses on the IFRC's role in National Society Development as a critical step to reinvigorate the trust and ownership in our organisation. The pandemic has, once again, made evident the importance of strong local response. National Societies are needed more than ever and so we will focus heavily on their development. We are their IFRC and their ability to help those in need is our priority. We will support them to deliver services to vulnerable communities and innovate so they can continue to do so in the future.

With disaster predictions becoming a reality, especially in relation to climate, the need to scale-up humanitarian action is more urgent than ever. We will provide leadership, coordination support and mobilize critical resources for National Societies to meet unprecedented needs.

By 2025 we will triple the size of our Disaster Relief Emergency Fund to 100 million Swiss francs, to provide immediate financial assistance to National Societies responding to small and medium size emergencies.

We will ensure that we deliver 50 percent of our humanitarian assistance through cash transfers and vouchers. Supporting communities and local economies in this way, also improves our efficiency, effectiveness and accountability.

By 2025, we will expand our Global Water and Sanitation Initiative to ensure equitable, sustainable and affordable access to water and sanitation for all, with the goal of helping to reduce cholera-related deaths by 50 percent.

Over the next five years we will continue to support National Societies' response and recovery efforts to the COVID-19 pandemic, including fostering community engagement and building trust to ensure equitable access to COVID-19 vaccines. This includes supporting their critical role in promoting effective public health measures and implementing health interventions, including first aid, mental health and psychosocial support services and risk communication and community engagement.

The future may indeed be uncertain, but I know that we can count on our network of 192 National Societies, our partners, and millions of volunteers around the world to face whatever comes our way.

INTRODUCTION

The International Federation of Red Cross and Red Crescent Societies (IFRC) works globally to help 160 million people every year with and in support of 192-member National Societies. The IFRC's vision 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. There is a National Red Cross or Red Crescent Society in almost every country in the world and we support them both in their programming and in developing their capacities as strong, local organisations.

Together, the IFRC, National Societies and the International Committee of the Red Cross (ICRC) form the International Red Cross and Red Crescent Movement. We work closely together and coordinate our work according to our Fundamental Principles and humanitarian values to reach people and communities that others are unable to.

We draw upon the unparalleled community-based expertise of our member National Societies and almost 14 million volunteers. We channel this local strength to influence global development and humanitarian initiatives to improve standards and operations towards the achievement of globally agreed goals.

We are committed to making humanitarian assistance as local as possible and as international as necessary. National Societies are strong local actors and our support of them directly contributes to strengthening local assistance. National Societies are part of the communities they serve and are there to support their long-term needs, not just in times of disaster.

This year's IFRC Global Plan will be slightly different than in the past. In 2021, the IFRC will begin to implement Strategy 2030- our new 10-year strategy; as well as a new vision for the future of the IFRC and a new 5-year plan and budget. With this in mind, it is important to include a longer-term overview in this document, detailing our strategic direction in addition to information on our objectives for 2021.

This global plan will be divided into a forward-looking section called the IFRC's Strategic Outlook, which will be followed by a detailed description of our plans for 2021.

Our work will be carried out through five Strategic Priorities and three Enablers. This plan will detail our approach in each of these areas.

THE IFRC'S STRATEGIC OUTLOOK



STRATEGY 2030

Strategy 2030 is a 10-year strategy that ensures the IFRC remains a dynamic global network of organisations that are fit for purpose and always there to support people and communities. It was finalized after an extensive two-year consultation and unanimously endorsed in 2019 by the General Assembly, which is made up of representatives from all member National Societies and is the highest decision-making body of the IFRC. The development of Strategy 2030 involved consultations with around 10,000 stakeholders including partners within the network and the communities it works alongside, through workshops, online polls and surveys, and written feedback.

The IFRC used a foresight and innovation approach in the creation of Strategy 2030 to identify a set of global challenges that we will like face in the decade to come. These are:

- **Climate and environmental crises**
- **Evolving crisis and disasters**
- **Growing gaps in health and well-being**
- **Migration and identity**
- **Values, power and inclusion**

We recognise that new approaches are needed to drive global change. We have a responsibility to use our reach and our resources effectively. Strategy 2030 is about the changes that will allow us to be better able to save lives, and support efforts to amplify people's own, skills and capacities. It proposes seven transformations that allow the IFRC address challenges as strategic priorities and to achieve its goals to be better able to save lives, and support efforts to amplify people's own, skills and capacities.

Transformations

1. **Supporting** and developing National Societies as strong and effective local actors
2. **Inspiring** and mobilising volunteerism
3. **Ensuring** trust and accountability
4. **Working** effectively as a distributed network
5. **Influencing** humanitarian action
6. **Undergoing** a digital transformation
7. **Financing** the future

Strategy 2030 goes beyond resilience and recovery to ensure that individuals and communities can thrive. It proposes an urgent shift of leadership and decision-making to the most local level – placing local communities at the centre of change. Engagement of communities with local, national and international structures should enhance their dignity and agency.

Strategy 2030 prioritises thinking beyond the borders of the IFRC network to engagement with many partners and actors. The IFRC will develop and transform how it works as a network of independent but dynamically connected organisations that can collaborate, learn and function effectively together.

Strategy 2030 will build on our diversity and promote the inclusion of all those who recognise themselves in the values of the Red Cross and Red Crescent. It calls for visionary, effective, and principled leadership that can lead contemporary organisations and initiatives in a manner consistent with our humanitarian principles and values.

Strategy 2030 is a strategy of hope in the power of humanity to mobilise for good and to create a better world. We are ready and willing to make the changes that are needed so that we can all have opportunities to thrive.

Goals

- 1** People anticipate, respond to, and quickly recover from crisis.
- 2** People lead safe, healthy and dignified lives and have opportunities to thrive.
- 3** People mobilise for inclusive and peaceful communities.



AGENDA FOR RENEWAL

While Strategy 2030 sets the course for where the IFRC aims to go in the next decade, the Agenda for Renewal provides a vision for how the IFRC sees its role in its implementation. It explores how the IFRC can become more effective in its mission of coordinating and supporting the work of member National Societies, driving the transformations that are essential for the IFRC network to fulfill its potential as a global humanitarian organisation.

The IFRC seeks to be an organisation that is:

- 1 Focused on five strategic priorities.** The IFRC is recognized as a community-based, cost effective, and innovative leader in addressing the five global challenges.
- 2 Engaged, with renewed influence, innovative and digitally transformed with greater emphasis on National Society Development.** The IFRC will be actively engaged in partnerships to define and re-shape humanitarian and development agendas.
- 3 Accountable, with agile and efficient management with greater emphasis on National Society Development.** The IFRC is recognized as an accountable organisation based on Red Cross and Red Crescent Fundamental Principles, and it operates with transparency.
- 4 Trusted, owned and valued by the membership with greater emphasis on National Society Development.** The IFRC is positioned as a principled and trusted network which is owned and supported by its membership.

Across the above, the IFRC renews its commitment to its member National Societies, working with and for them. The IFRC will redouble its efforts to accompany National Societies in their journey of development and support their programming.

To become more effective the IFRC will scale up for more impactful programming, ensure better information management for decision-making, embrace digital technology and foster a culture of innovation.

The IFRC seeks to become leaner and more agile, while ensuring diversity and gender parity. It will work to eliminate unnecessary bureaucracy, while investing in people, systems and mechanisms to play a more effective and strategic coordination role as expected by our membership.

Underpinning our accountability, and as part of the efforts to finance our future, the IFRC proposes to establish a new deal for a renewed partnership with National Societies through a new resourcing architecture. The IFRC aims to increase the financial resources for the benefit of National Societies, with them, for them and together with them with the spirit of complementarity.

PLAN AND BUDGET 2021–2025

The Agenda for Renewal will be operationalized through the IFRC's Plan and Budget 2021–2025.

This Plan and Budget 2021–2025 has a stronger focus at the country level while ensuring global coherence, and consistency of action. It outlines actions to ensure that local community resilience to shocks is addressed through greater mitigation, prevention, early warning and early action. It also delineates transformational change in the way that the IFRC works with its members, strengthening its role in membership coordination and National Society development and leveraging the capacities of the entire IFRC network to maximize collective humanitarian impact.

This five-year plan and budget has been produced through a consultation process involving over 200 people from the network and the IFRC, and also included the IFRC Donor Advisory Group.

The success of this five-year plan and budget will depend on the IFRC's ability to raise the necessary un-earmarked financial resources to scale-up actions to strengthen National Societies to reach a higher quality in the delivery of humanitarian services. The IFRC will then be better able to serve as the multiplier force to reach vulnerable and at-risk communities, through greater complementarity of actions and stronger coordination.

The Plan and Budget is structured by the five Strategic Priorities, which correspond to the global challenges identified in Strategy 2030, as well as three Enablers that describe how the IFRC will work to achieve the five Strategic Priorities.

All Strategic Priorities include actions on capacity strengthening of National Societies, reinforcing strategic and operations coordination. To advance the Strategic Priorities the IFRC will reinforce its knowledge brokering capacity to ensure the quality of the delivery of humanitarian services and the accountability of how such services are delivered.

The three enabling approaches reflect and expand on the seven transformations of Strategy 2030, and the focus on the IFRC's role to support its member National Societies in their capacity to work in a more direct and agile manner together, enhancing their capacities to engage in alliances with other local actors and influence the local and global humanitarian agenda. The critical success factor that cements the three enablers is the renewed focus of the IFRC on National Society Development to ensure the IFRC membership is duly supported in their own development and transformation processes.

Each Strategic Priority and Enabler includes ambitious targets for the next five years. These targets will support greater accountability in the IFRC's reporting and will guide our yearly operational plans.

Global Flagship Initiatives

Local Action: Strong National Societies

National Societies have access where many others don't; they are trusted by the communities they support. This trust depends on the ability of National Societies to reach the most vulnerable by sustaining and upgrading their core strengths as institutions in these changing times. Reprioritizing the IFRC Secretariat's role in National Society Development is a critical step for the IFRC to reinvigorate the trust and ownership of its members.

Going to Scale on Humanitarian Action and Risk Reduction

Scaling up of climate action is an absolute priority. With predictions becoming a reality, in relation to the impacts of climate change, the unprecedented numbers of migrants and displaced people and public health crises, the need to act now is more urgent than ever before. Every National Society must prepare, adapt

and respond at levels previously unimagined. The IFRC Secretariat will provide leadership, coordination, legislative advocacy support and mobilize critical resources to reduce and meet the unprecedented needs through National Societies.

DREF and Anticipatory Funding to triple by 2025

National Societies are uniquely placed as first responders to crises. Every year small and medium-sized disasters often occur in silence, without the attention of mainstream media, and consequently do not benefit from the required financial support. DREF allows for immediate financial assistance to be provided to those taking early action as a result of early warnings as well as those responding immediately after an emergency. DREF and anticipatory funding will triple in size by 2025 to CHF 100 million.

Global Cash Leadership

To ensure a future where people affected by crisis make their own decisions about how to recover, by 2025, the IFRC commits to deliver 50% of humanitarian assistance through the use of cash and vouchers. We believe that by supporting communities and local economies in this way, we will improve our accountability, effectiveness and efficiency.

Reduce cholera related deaths by 50%

Cholera continues to threaten the lives of millions of people and yet with the provision of safe water and sanitation so many lives can be saved. The IFRC's Global Water and Sanitation Initiative (including OneWASH) will be expanded to ensure equitable, sustainable and affordable access to water and sanitation to reduce cholera related deaths by 50% by 2025.

Respond to and Recover from the COVID-19 pandemic

The next five years will be remembered for how the world responds to and recovers from the impact of the COVID-19 pandemic. National Societies have demonstrated that they hold a critical leadership role in promoting effective public health measures and implementing health interventions. The IFRC will support National Societies' actions, including: the roll out of vaccinations, first aid, mental health and psychosocial support services, risk communication and community engagement and livelihoods support for an inclusive, resilient and green recovery from the pandemic.



VALUE OF REGULAR RESOURCES

The IFRC is a federation of member National Societies. Our role is to provide support to their work and development, including contributions to build individual, community and institutional resilience; provide strategic and operational coordination in the humanitarian, development and peace nexus; coordinate relief assistance for international emergencies; represent them in the international field using collective learning and influence humanitarian agendas. To do this, the IFRC needs resources to enable its work both in its headquarters in Geneva as well as in its country offices who work with National Societies throughout the year. Regular resources are essential to the IFRC's ability to provide sustainable support to its member National Societies, which is the primary goal of the IFRC as a membership organisation. Regular resources provide flexibility to put money where it is needed for more effective programming. For the IFRC, it ensures the necessary investment to support achievements in our strategic priorities. That includes enhancing leadership and management capacities of the membership; supporting effective, agile and timely internal controls; providing support functions to increase accountability; as well as direct investment in reinforcing the capacities of National Societies to become **strong local actors** as a net contributor to community resilience and as a leading actor in responding to emergencies while maintaining business continuity.

Why is this important?

Supporting National Societies effectively requires understanding the local context and needs. The IFRC engages with National Societies globally and locally through 50 country and cluster delegations (22 Cluster offices and 28 Country offices) and five regional offices and 11 temporary Programme Coordination Offices. Their presence year-round, ensures that they understand what is required and have developed effective working relationships with National Societies. They provide vital support and coordination during emergencies, help National Societies to improve capacities in programming, and support their institutional development. 38 IFRC country/cluster delegations currently receive funding from regular resources. Without regular resources, the IFRC would not be able to maintain these offices. While regular resources currently do not cover the totality of the budget in most country/cluster delegations, they do support them to leverage additional funding for programmes and support. Localisation of humanitarian assistance is not only about providing funds to local organisations, but also ensuring that they are equipped to receive and use them, and that they have the systems in place to support services and accountability. The IFRC's country/cluster delegations support National Societies in their organisational development to be able to do exactly that.

COVID-19 has confirmed once more the importance of Red Cross Red Crescent volunteers as key actors for effective local action. When international deployments were rendered impossible due to lockdowns, local volunteers across the globe did not wait and took the lead in convening other local actors in providing tailored and needs-based support to those affected by the pandemic, leveraging their auxiliary role to influence local decision-making by local authorities.

To ensure that funds are available to support National Societies in agreed areas, the IFRC provides its delegations with seed money for each priority. This enables longer-term support and focus on National Societies' resilience building work. When emergencies happen, and needs surpass local capacity to respond, the IFRC global network can be called upon. In these instances, the IFRC provides essential coordination to ensure complementarity.

The importance of regular resources is clear and the IFRC has worked closely with partners to grow the portion of regular resources it receives. Regular resources from partners have grown from 9 million Swiss francs in 2014 to 31 million Swiss francs in 2019. The most significant source of growth has been from governments. The IFRC has defined its five year strategic plan for implementing Strategy 2030 (Plan and Budget 202–2025) whereby it aspires to using 35% of its regular resources to fund field offices in 2021 and grow this percentage gradually towards 2025, when we project to spend 50% or more of regular resources to strengthen our presence in the field. The increase of funding would enable the sustained presence of country offices which would not only support them during emergencies, but also with technical support and in their development as effective organisations. In the IFRC, regular resources are primarily used, through its Headquarters and through its regional, cluster and country delegations, to realize the **IFRC's value proposition**.

1. National Society Development to improve programming, accountability, leadership and develop policies and systems

The IFRC supports the development of Red Cross Red Crescent National Society leaders (at all levels of the organisation). There is a strong focus on the prevention of integrity issues and strengthening accountability and systems. Within the network, the IFRC fosters peer to peer support and learning, while supporting the development and co-design of new ideas and ensuring learning from practice. Finally, the IFRC ensures greater support to financial sustainability of National Societies, to be effective in local action and sustain critical humanitarian services, especially for vulnerable people at local and national levels.

Compliance and internal controls such as legal; internal audit and investigations; finance; IT; human resources; planning, monitoring, evaluation and reporting; partnerships and resource development; and security are essential functions to ensure accountability both to our partners and the communities we work alongside. Regular resources will support in 2021 the Office of Internal Audit and Investigations (OIAI) to meet the IFRC's obligations for good governance and accountability. In 2019, the OIAI introduced a new fully risk-based audit approach and methodology. These stronger audit processes are identifying control and risk weaknesses, particularly at a country and programme level.

Regular resources contributed to, for example, 17 internal audits; 45 donor audits, Emergency Appeals, and cash transfer audits; and 36 active investigations.

Regular resources will also contribute to the financial sustainability of National Societies. Many National Societies are confronted with increasing demands and rising conditions to access funds for their ongoing activities and their own structure and functioning. This remains a barrier to National Societies' strategic, long-term humanitarian action in many contexts. Regular resources supported the IFRC to engage in a consultation process with member National Societies and external organisations to frame the approach on financial sustainability - setting the ground for future action and ensuring that approaches respond to the real needs of our membership.

Ukraine

In Ukraine, the presence of the IFRC office is crucial in supporting the Ukrainian Red Cross to ensure that strong systems are established to face new humanitarian and development challenges, including volunteer structures, branch development, resource mobilization, new models of service delivery and the overall institutional development. In 2019, some of the achievements supported by regular resources included National Society participation in the OCAC process and developing the relevant plan of action; supporting the strengthening of planning, monitoring, evaluation and supporting systems; and contributing to developing a new branch model, branch guidelines, volunteer policy and guidelines.

2. Strategic and Operational Coordination in cases of protracted crisis, large emergencies and fragile contexts, medium or large-scale natural hazard related emergencies, a context of long-term community resilience

Membership Coordination of National Societies is a core statutory obligation of the IFRC. Stronger coordination provides opportunities to reduce waste, eliminate duplication and increase efficiency for greater humanitarian impact. In addition, the better coordinated the IFRC membership is, the stronger our network will be in partnership with ICRC to strengthen the broader Red Cross Red Crescent Movement.

COVID-19 Federation-wide response

Membership coordination has been crucial, given the unique nature of the ongoing response to the COVID-19 pandemic, in which the IFRC is supporting National Society local responses in over 150 countries- improving our response efficiency and effectiveness. The IFRC will continue to provide these services moving forward in 2021. The importance of the coordination to date has included:

- Launching a Federation-wide Emergency Appeal for CHF 1.9 billion consolidating the funding needed by National Societies, and the IFRC, aiming to increase the overall funding obtained for COVID-19 for the IFRC and its members worldwide.
- Launching tools through the GO platform for comprehensive data collection from National Societies – enabling comprehensive reporting.
- Streamlining IFRC human resources procedures to enable National Society staff to provide short-term remote support to the IFRC's COVID-19 work, to ensure that we have the resources needed, where they are needed.
- Creation of a remote online global help desk for National Society Business Continuity Planning hosted by the Global Disaster Preparedness Centre, an IFRC Reference Centre; a Health Help Desk; Service Desks for Livelihoods and Cash Transfer programming support through the Livelihoods Reference Centre and Cash Hub; an Urban Pandemic Technical Support Service to support urban preparedness and response; a global exchange platform for volunteers (SOKONI) to provide information and space for volunteers; guidance on National Society financial sustainability; and regional guidelines on the inclusion of migrants in the COVID-19 response.

3. International representation to raise the voice of the most vulnerable and help National Societies influence decision making on humanitarian issues

As the world's largest humanitarian network, the IFRC has an important role to play in influencing global decision making on humanitarian issues globally and supporting National Societies' efforts to influence decision making nationally. In 2021, the IFRC will continue to use data to provide a global picture of National Societies' work. To do this, regular resources support the Federation-wide Databank and Reporting System, which uses a standard set of the most important indicators that demonstrate the activities of National Societies. The data collected culminates in the Everyone Counts report, which provides evidence of the achievements of National Societies as well as the challenges they face. While the production of the report itself is funded separately, it would not be possible without the data gathered with the support of regular resources.

We support community-led programming while protecting and preserving the rights of all people: to dignity, access, participation and safety. This means the integration of local needs, voices, and perspectives into the design, planning, implementation, monitoring, and exiting of programmes and operations. We pursue humanitarian diplomacy in global decision-making fora on behalf of people in need and ensure that all humanitarian activities have a 'green response' from supply chain to community impact, with minimal ecological footprint.

Localisation

Regular resources have supported the IFRC to carry out its role as co-convenor of the Grand Bargain's Localization Workstream with the Government of Switzerland. As such, the IFRC supported efforts to assist signatories to deliver on their commitments. IFRC continues to champion localization, the importance of which, has again been reinforced by the response to the COVID-19 pandemic.

Across all of these areas, our role as **knowledge brokers**, in enhancing the transfer of knowledge among National Societies and boost peer to peer cooperation remains a priority.

The IFRC provides support so that National Societies can develop and implement effective policies that are relevant to their contexts and in line with international standards. Globally, regular resources support essential policy development and technical guidance.

We will continue to develop our competency-based system to ensure the right competencies whilst building the capabilities needed to better understand and respond to our increasingly complex humanitarian environments. The IFRC will continue to improve its global response tools, to complement National Societies' response capabilities and support needs.

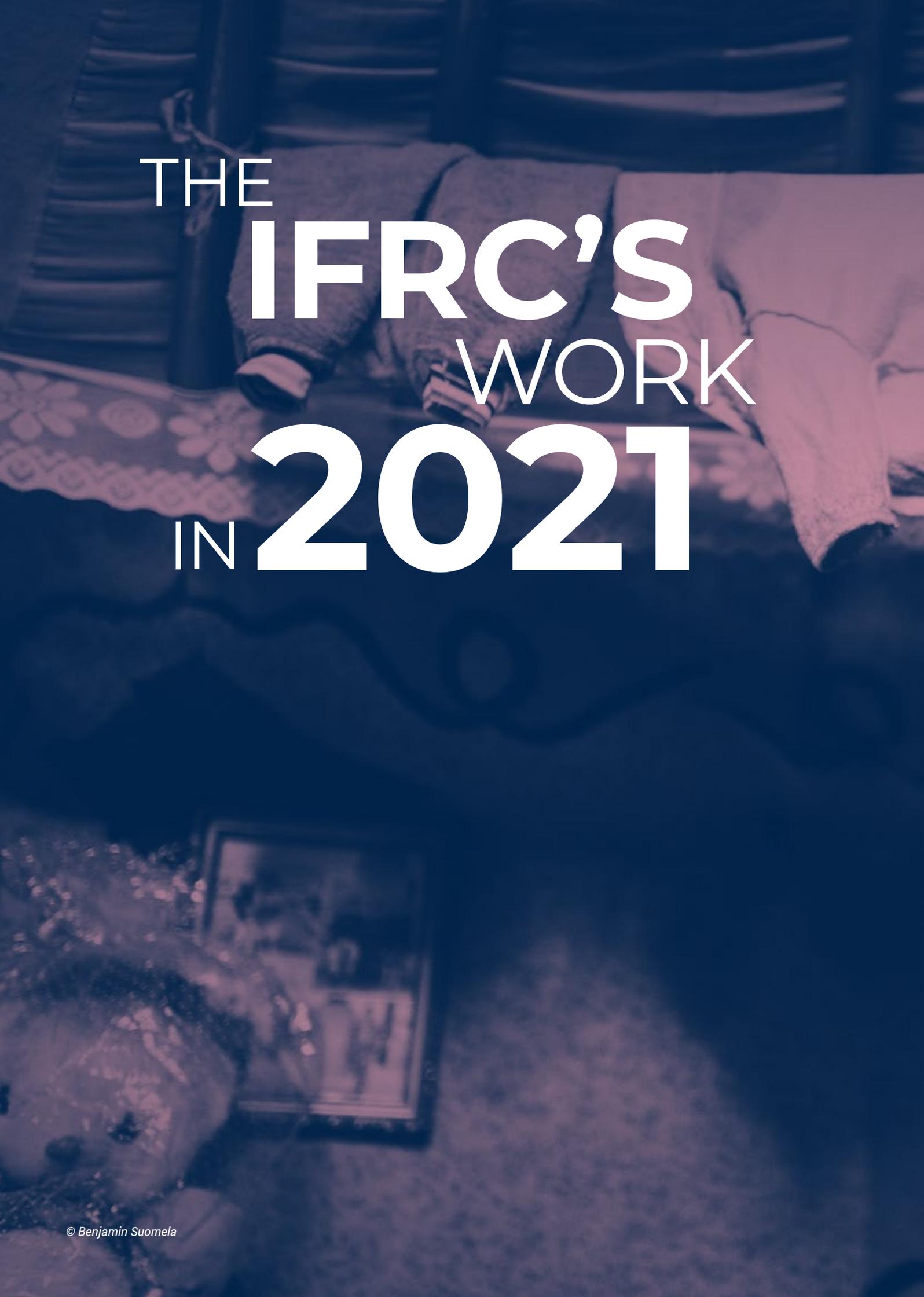
Regular resources in 2021

Moving forward, regular resources will continue to be integral in supporting the IFRC's work. In 2021 and beyond, we will aim to replicate the approach taken on COVID-19 in other areas as well such as climate change and migration among others- ensuring increased coordination for better responses and to maximize our impact for securing resources, improving data collection and effective reporting for increased accountability.

Regular resources will be equally important to advance on the IFRC's flagship initiatives in order for its members to respond to global challenges in a coordinated way and at scale.

The IFRC will continue to prioritize its field presence, investing in building capacity of National Societies and supporting their programmes and development.

Regular resources are essential for the IFRC to play its statutory role of supporting National Societies, coordination and international representation as the largest humanitarian network in the world. We will continue to seek additional regular resources that can enable IFRC to play even stronger role in support of its members at the time when coordinated and ambitious humanitarian response is a must for the benefit of the most vulnerable communities.



THE
IFRC'S
WORK
IN **2021**



OUR WORK BY STRATEGIC PRIORITY



© Netherlands Red Cross

CLIMATE AND ENVIRONMENTAL CRISES

Funding requirement in Swiss francs **36 million**



Climate change is a humanitarian emergency, threatening human survival now and in the future. The frequency and severity of extreme weather events have increased and will continue to do so. Meanwhile, longer-term impacts of climate change, such as rising temperatures and sea level, desertification, biodiversity loss and environmental degradation, are increasing the people's exposure and vulnerability around the world.

The IFRC will integrate climate and environmental risk management across all programmes, operations and advocacy focussing on reducing current and future humanitarian impacts. It will transform the way it considers and addresses climate and environmental crises by promoting a more 'climate smart' and environmentally sustainable approach across all its activities and operations. It will increase the number of people and vulnerable communities it helps to adapt and reduce risks from climate change and extreme weather events.

The IFRC will also support National Societies to help communities adapt to and prepare for the longer-term impacts of climate change, such as sea level rise and heatwaves, and to implement nature-based solutions. It will support National Societies with communications campaigns to change behaviour towards the causes and impacts of the climate and environmental crises. It will work with them to increase the IFRC's global influence on climate issues and support National Society advocacy to ensure people most at risk are prioritised in plans and investments.

The IFRC will adopt better environmental management and more environmentally sustainable response and recovery efforts, increase its contribution to climate change mitigation and reduce its own carbon footprint.

The IFRC will accomplish these objectives by increasing understanding of climate and environmental crises, innovating, developing and enhancing tools and approaches and by taking positive action. It will influence policies, plans and practices on adaptation and strengthen its expertise and volunteer base. The IFRC will leverage the technical know-how, capacity and presence of the network, including the Red Cross Red Crescent Climate Centre, Disaster Risk Reduction Working Group, Green Response Working Group and other relevant IFRC Reference Centres. The Red Cross Red Crescent Climate Centre serves as the IFRC's principal technical resource to achieve our climate ambitions, and as set out in the boxes below, has numerous tools and resources for the network to leverage.

Taking action in 2021

Climate Change adaptation

- **develop** climate training courses and modules,
- **collect** and analyse community perceptions on climate action and adaptation,
- **develop** guidance to make Operational Plans and Emergency Appeals 'climate smart'
- **develop** kits and tools for urban action by National Societies,
- **complete** research on legal frameworks for disaster risk reduction and climate change adaptation, and shape recommendations in relevant tools and checklists,
- **create** a climate & environment Charter for the broader humanitarian community in collaboration with the ICRC,
- **enhance** understanding and support the scale-up of nature-based solutions within the IFRC network,
- **quantify** the evolving impact of climate change on vulnerable communities for the IFRC to become a "thought leader" on climate issues.

Climate change mitigation and environmental sustainability

- **partner** with, or become a member of, a tree planting initiative,
- **put in place** a mechanism to measure the carbon footprint of the IFRC,
- **ensure** that IFRC preparedness, response and recovery operations contribute to environmental sustainability and avoid doing harm to the environment,
- **make** shelter and household items in the IFRC Emergency Items Catalogue more environmentally sustainable,
- **co-lead** the greening of the humanitarian shelter sector with the Global Shelter Cluster,
- **provide** guidance on energy efficient solutions for health and water, sanitation and hygiene and renewable energy options,
- **establish** a plan for the management of waste from emergency operations,
- **publicize** the IFRC climate response with a digital video series of what it means to 'Green the Red'.

EVOLVING CRISES AND DISASTERS

Funding requirement in Swiss francs **138 million**



Disasters are predicted to increase due to extreme weather events and climate and environmental disruptions, while the global response to the COVID-19 pandemic continues. Millions of people will continue to be affected by food insecurity, disease outbreaks and large population movements. Almost half of the world's poorest people, those that are least able to manage disasters, will be living in countries affected by fragility and conflict by 2030. The human cost of disasters and crises is often highest for women and people with disabilities, those in the informal economy and other marginalized groups. They, and an increasing number of people, will be less able to cope as disasters become more common, complex, and concentrated.

Rapid and unplanned urbanisation, environmental degradation and an increasing global dependency on technology bring new and more dynamic risks and more exposure to potential hazards.

Strategic approach

The IFRC will respond to and mitigate the vulnerabilities and disadvantages resulting from all types of crises and disasters for all people, especially the most vulnerable. The IFRC will support National Societies to be there at the right time, in the right place, with the right capacity to take the right action. The IFRC will invest in National Societies to maintain the right focus on supporting affected people, communities and local actors to lead disaster risk reduction, preparedness, early action, response and recovery efforts – increasing resilience and continuously promoting ethical and people-centered approaches.

Taking action in 2021

Community-based disaster risk reduction action

The IFRC is working to ensure that communities take action to increase their resilience to evolving and multiple shocks and hazards. In 2021, it will link community early warning systems and forecast-based financing. It will work with National Societies on the design and implementation of climate risk early warning systems and to strengthen and measure community resilience. It will also enhance localization with a shelter and settlements programmatic approach and link with the community resilience road map and framework.

Strong agency and assistance

In 2021, the IFRC will ensure that the needs of people affected by crises and disasters are met with assistance and support that is timely, adequate, flexible and strengthens their agency. To do this it will, for example:

- **increase** the use, accountability, efficiency and effectiveness of cash and promote National Societies as strong local actors for cash delivery in emergencies, and for linking cash to social protection,
- **support** National Societies to address basic needs, build on existing social protection schemes, and provide recovery services,
- **support** National Societies to conduct market assessments.

National Society preparedness, capacity, and resilience

In 2021, the IFRC will support National Societies with preparedness, needs assessments, to increase urban resilience, and to include the better programming initiative and conflict sensitive programme management

into their activities. It will develop a new food security and livelihoods strategy for National Societies and enhance capacity of IFRC network volunteers and staff on shelter and urban settlements. It will also develop guidelines and toolkits for education in emergencies.

Operational coordination and support to emergencies

The IFRC will review and analyse emergency responses and share learning with information management tools to improve efficiency and effectiveness. It will ensure coordination, needs assessments, programmes, reviews and training are conducted by well-equipped people with enhanced tools. The IFRC will provide timely leadership during the first phase of large-scale emergency operations to support National Societies and enhance their operational leadership to augment locally led emergency operations.

External coordination and collaboration

The IFRC will continue to lead the Global Shelter Cluster and coordinate the IFRC and National Society-led shelter country coordination mechanisms, while promoting housing, land and property rights. It will also adapt the training package on Civil and Military Relations to support National Societies in their relations with domestic military bodies.

National Societies access to funding support

When needs exceed the resources available at national level the IFRC Disaster Relief Emergency Fund (DREF) supports National Societies to access reliable funding for community action. It supports them before, during and after the impact to address the needs of affected communities and to increase anticipation and response capacities.

The DREF aims to channel CHF 100 million to National Societies on an annual basis by 2025.

The IFRC aims to prioritise local action with enough funding, as direct as possible. It will also attempt to save more lives by anticipating crisis and acting earlier and to increase the value of DREF in protracted, slow onset and complex events.

In 2021, the IFRC will increase the size of the DREF, increase the number of National Societies that have access to the Fund, and strengthen compliance and accountability to the Fund. It will identify methodologies, triggers and Early Action Protocols, including for the use of Forecast-based Financing for non-weather-related hazards and health risks. The IFRC will also explore new disaster risk financing options and models for the forecast-based action by the DREF, and review the two-year pilot of the forecast-based action by the DREF in collaboration with the Center for Disaster Protection.



Disaster law leadership

In 2021, the IFRC will Enhance National Society Disaster Law and legislative advocacy capacity by:

- **stimulating** learning through the creation of a peer network, case studies and communication material on disaster law,
- **conducting** research with Roma Tre University and University College Cork on the integration of climate change adaptation and disaster risk reduction in legal and policy frameworks,
- **supporting** the development of online learning tools, such as the course on law and response to public health emergencies, and the Disaster Law Simulation Exercise,
- **conducting** training on international disaster law at the International Institute of Humanitarian Law.

It will Improve official recognition of National Societies' auxiliary role in disaster risk management and provide disaster law advice to governments by:

- **developing** a new 'Checklist on Law and Disaster Risk Management' and 'Handbook for a whole of society approach in legislative review process',
- **including** disaster law recommendations in IFRC guidelines, products and communications,
- **delivering** an IDRL Rapid Response Facility,
- **preparing** material for dissemination on National Societies' Auxiliary Role, Fundamental Principles, Principles and Rules,
- **creating** a new 'Checklist on Law and Response to Public Health Emergency', a new 'Guide on Strengthening the Auxiliary Role in Domestic Law, Policies, Plans and Agreements' and a 'Model Pre-Disaster Agreement' and by supporting National Societies to implement it.

GROWING GAPS IN HEALTH AND WELL-BEING

Funding requirement in Swiss francs **135 million**



There have been major achievements and advances in global health and medicine, but most countries still struggle to manage people's health and well-being. As well as the direct impact of the COVID-19 pandemic on health care systems, ageing populations are becoming more dependent on health and social care services that are not able to cope, or often do not exist. Rising mental health issues, such as depression and anxiety place increasing strain on individuals, communities and health systems. Loneliness, involuntary isolation and digital isolation are preventing people from having socially connected lives.

Underlying vulnerabilities, stigma and inequalities push already vulnerable and marginalised people into even more precarious states of poverty and ill-health.

The world has also become increasingly vulnerable to public health emergencies because of globalisation, uncontrolled urbanisation, climate change, environmental degradation, and an increased contact between humans and animals.

Strategic approach

The IFRC believes in the power of mobilising the competencies, skills and experience of the entire IFRC network. In 2021, its emergency health priorities are quality management, interoperability, increased

professionalism and leadership, fit-for-purpose surge resources, response preparedness, improved risk and evidence-based interventions that can easily adapt. Its approach to health and care strives to ensure access to quality health and water, sanitation and hygiene services for all.

The IFRC Health and Care Framework 2030 focuses on supporting National Societies with Universal Health Coverage, especially for vulnerable or marginalised groups. The IFRC will support National Societies with their delivery of community-led, people-centred interventions in emergency and non-emergency settings, low-income and fragile settings, and middle- and high-income countries.

The IFRC will expand integrated community-based health, care and first aid as well as water, sanitation and hygiene programmes by investing in local actors, networks and volunteers. It will provide psychosocial support and improve access to affordable, quality health care in collaboration with partners.

In 2021, the IFRC will support National Societies to:

- **better influence** national public health policy and be positioned in public health emergency preparedness and response coordination, national public health advocacy and donor platforms,
- **be recognised** as the partner of choice for immunisation activities, during and after the COVID-19 pandemic,
- **deliver** quality locally led health activities aligned with national public health strategies, epidemic and pandemic preparedness and response, and WASH programmes,
- **have** a defined and active health and water, sanitation and hygiene strategy that includes the needs of vulnerable groups, such as persons with disabilities,
- **adapt and expand** public health programming to meet needs associated with climate change,
- **provide** sustainable quality first aid education and services to vulnerable communities and private and public sector institutions,
- **increase** the number of voluntary non-remunerated blood donations,
- **meet** the needs of people living with communicable diseases and mental health and psychosocial support needs, and the growing challenges posed by non-communicable diseases,
- **prepare** for and respond to the health consequences of disasters and crises, including epidemics and pandemics,
- **build and maintain** community-level prevention, detection and response capacity for infectious disease outbreaks,
- **respond** to mental health and psychosocial needs during emergencies,
- **provide** adequate care and support to survivors of sexual and gender-based violence in disasters and other emergencies.

Water, sanitation and hygiene (WASH)

The IFRC will expand the Global Water and Sanitation initiative, OneWASH, strategic investments in menstrual hygiene management and the integration of WASH with other sectors, such as nutrition and protection, gender and inclusion. It will support National Societies to:

- **provide** communities and structures with improved access to safe and adequate WASH services,
- **share** knowledge and best practice to improve sustainable community-based management of water and sanitation facilities,
- **promote** and measure positive behavioural change, and community awareness of pandemics and epidemics, and to better mitigate their impact.

The global health care challenge

Health care costs are rapidly increasing and, according to WHO, there will be an expected shortage of 18 million health workers by 2030.



> 1 billion

people live without access to basic care, or clean water and basic sanitation in places affected by protracted crises and weak health services



50%

of people in the world do not have access to essential health services



9 million

people are pushed into extreme poverty every year because of catastrophic health expenditures



780 million

people do not have access to safe water



2.5 billion

people do not have adequate sanitation



500 million

women and girls that lack adequate facilities for safe and dignified menstrual hygiene management



19.7 million

children under the age of one do not receive life-saving vaccines



millions

of women are denied the necessary sexual and reproductive health information and services crucial to protecting their health, wellbeing, human rights and dignity

The COVID-19 pandemic

The IFRC network's response to the COVID-19 pandemic is global.

National Societies have demonstrated that they are trusted local response partners before the start of the COVID-19 pandemic, but especially so since. They have sustained access to communities and hold a critical role in promoting and delivering effective public health interventions. They combine long-term community-based programmes with emergency preparedness and response capacity.

The IFRC supports National Societies to be recognised and to act as leaders in community-based response to public health emergencies, as well as to the health consequences of disasters and crises. The IFRC will continue to develop as an agile global actor in health emergencies, ensuring the continued expansion of capacities and competencies of the IFRC network to deliver health services before, during and after crisis and protracted situations. It will support National Societies to achieve national immunisation targets, and promote fair and equitable access to new vaccines, including for COVID-19 through the COVAX facility.

COVID-19 is and will continue to be a critical area of work for the IFRC network. The pandemic challenges every community. It has a direct impact on mortality and morbidity and indirectly affects people's mental health and wellbeing. There are also serious implications for the people who do have to access non-COVID-19 essential services.

MIGRATION AND IDENTITY

Funding requirement in Swiss francs **34 million**



The movement of people, whether voluntary or involuntary, is one of the defining features of the 21st century. The number of migrants globally has grown significantly since 2000 and is projected to keep rising due to conflict, poverty and a lack of quality employment opportunities.

There is an unprecedented level of displacement within and across international borders. At the end of 2019, there were an estimated 272 million international migrants¹ including an estimated 30 million refugees and asylum seekers globally. Some 45.7 million people were internally displaced in 2019 because of persecution, conflict and violence, and an average of 25 million new displacements annually are reported as a result of disasters and the impacts of climate change. It is projected that climate and environmental crises will make some regions uninhabitable, forcing people to move *en masse*.

These statistics do not account for all migrants with an irregular status, or those who are undocumented or stateless. Nor do they help to convey the trauma and risks people face when they are on the move. This includes exploitation and abuse at the hands of traffickers and other criminal groups, as well deprivations caused by policies that limit access to basic services and care. The risks are heightened for stateless people and those who do not have proof of their identity.

Migration is being used to fuel tension and xenophobia, causing stress, fractures in social cohesion, and exclusion in migrant and host communities.

Strategic approach

The IFRC will focus on making sure that all people who migrate are safe, are treated humanely and with dignity, and ensure that all people have the support they need to thrive in inclusive societies. Equally, the assistance and protection needs of host communities will be at the centre of our efforts. It will:

- **ensure** that migrants are able to meet their humanitarian needs through essential services on major migratory routes irrespective of their legal status,
- **emphasise** protection for migrants who are particularly vulnerable,
- **integrate** inclusion and social cohesion programmes in home and host communities,
- **promote** engagement with local and national authorities, host communities and affected people, in collaboration with other relevant organisations,
- **significantly** increase support to National Societies to assist, protect and advocate for migrants and displaced populations,
- **invest** in research and new transformative partnerships that can help meet the evolving needs of people on the move,
- **improve** how we work across borders, allowing for more connected programmes and information systems between countries, National Societies and Movement components, and along migration routes.

¹ https://www.un.org/sites/un2.un.org/files/wmr_2020.pdf

Humanitarian Service Points

- Humanitarian Service Points are fixed or mobile neutral spaces along migratory routes. They provide a welcoming and safe environment and essential services to vulnerable migrants without fear of arrest or being reported to the authorities. They promote resilience and contribute to safety, dignity and protection at all stages of a journey and in the process of accessing humanitarian assistance.
- Some humanitarian service points may provide critical information and others might provide healthcare. Services depend on migrants' needs and the resources and capacity of the National Societies which seek formal agreements with authorities to ensure the ability to operate according to the IFRC Fundamental Principles is respected at all times.
- While National Societies cannot fully prevent violence or abuse by those determined to use it, or guarantee authorities will respect their humanitarian access, they do their best to facilitate 'safety' through agreement/understanding with the relevant parties and through strict adherence to their humanitarian mandate.



© Netherlands Red Cross

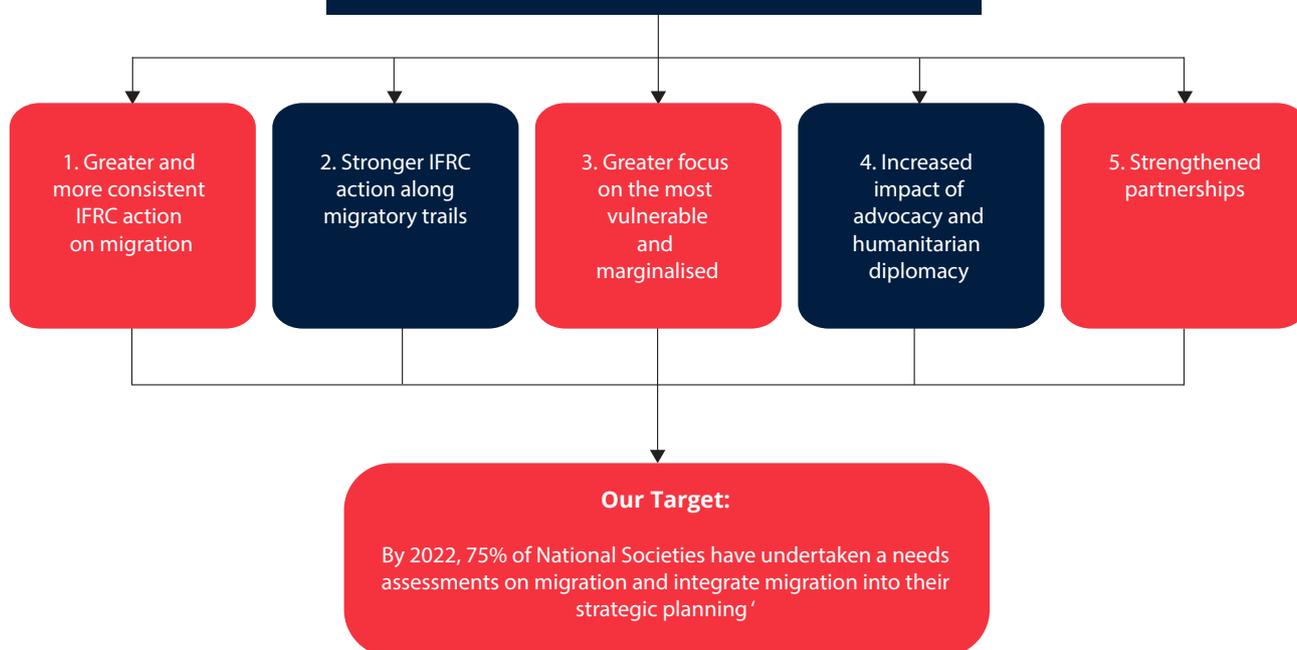
In 2021, the IFRC will:

- **enhance** National Societies' capacity through training, tools and guidance for emergency and non-emergency contexts,
- **facilitate** learning and information sharing and establish coordination mechanisms with support to global and regional networks,
- **continue** to roll-out the IFRC Global Strategy on Migration and develop a Movement Migration Strategy in collaboration with ICRC and National Society members of the Migration Leadership Group,
- **increase** support to National Societies for Humanitarian Service Points,
- **better respond** to urban displacement, enhance efforts to prevent the conditions that lead to internal displacement and strengthen protection during displacement,
- **invest** in areas identified in the 2019 "Strengthening IFRC Responses to Internal Displacement in Disasters" report to inform future actions,
- **provide** global and regional guidance, policy and technical support to National Societies through research conducted by the Migration Lab.

Goal:

'At all stages of their journeys, and irrespective of their legal status, migrants find the IFRC ready to respond to their needs, enhance their resilience, and advocate for their rights'

5 priorities of the IFRC Global Migration Strategy between 2018 - 2022:



VALUES, POWER AND INCLUSION

Funding requirement in Swiss francs **22 million**



The current COVID-19 pandemic has exposed societal inequalities and the disproportionate impact on the most vulnerable people. As the pandemic continues, so do marginalisation, exclusion and secondary effects, such as domestic violence, mental health problems and the loss of livelihoods. As noted in the World Social Report 2020 before the pandemic “Leaving no one behind will remain a still distant goal by 2030”.

All IFRC programmes promote dignity, access, participation and safety. Respect for human dignity requires an understanding of the Fundamental Principles and humanitarian values that define the IFRC and its work. Imbalanced power structures maintain inequalities and exclusion and drive violence in urban and rural settings, in the home, towards children, violent conflict, and hate crimes against migrants and other minorities.

The IFRC’s two core complementary focus areas are:

- 1** to support education (and related humanitarian needs) in emergencies, promotion of humanitarian values through education and the mobilisation of young people,
- 2** to address protection, gender and inclusion by mainstreaming in programmes, scaling up specialised operations and strengthening institutional systems.

Strategic approach

The IFRC will promote a culture of non-violence and peace by ensuring more participatory, safe and inclusive humanitarian action. It will support National Societies to pursue equality of power, opportunities and access to resources and services for women, men, boys, girls and people with any sexual orientation, gender identity, expression and characteristic, of all ages, abilities and backgrounds (IFRC Gender and Diversity policy, 2019).

Education is essential for promoting and enhancing values that generate equal, safe and inclusive societies. The IFRC will expand humanitarian education programmes for young people to inspire positive change on some of the crucial global challenges of our time and to make positive practical contributions in their communities.

Advances in education and protection, gender and inclusion have been made through collaborative work with Movement partners. From 2021 until 2025, the IFRC will strengthen this way of working as a distributed network by capitalising on complementarity. It will work closely with National Societies and the ICRC to share expertise.

The thematic priorities of the past remain relevant: Sexual and Gender-Based Violence (SGBV) is an ongoing “pandemic” that affects more women than COVID-19. Every year, an estimated 1 billion children experience violence and no country is on track to eliminate child marriage by 2030. Trafficking in Persons is the fastest-growing criminal activity, and the number of people who live with a disability is increasing. It has been widely reported that COVID-19 has exacerbated these inequalities. In 2021, the IFRC will continue to scale up the necessary services and expertise to address these issues.

In 2021, the IFRC will:

- **promote** humanitarian values and accompanying knowledge, skills and behaviour,
- **build** on proven methodologies to scale up “Youth as agents of behavioural change” (YABC), with corporate, academic, and governmental partners,
- **integrate** IFRC operations, technical support, guidance, tools and better use of data for equal and safe access to education, especially in times of emergencies,
- **promote** National Societies in more effective educational programming.
- **transform** the IFRC network to enable members able to provide effective protection, gender and inclusion (PGI) programming effectively,
- **provide** Sexual and Gender-Based Violence training and resources, support to National Societies, and internal and external coordination and advocacy,
- **improve** National Society capacity and coordination to protect children during emergencies in collaboration with UNICEF, the inter-agency “Area of Responsibility” on Child Protection, and governments,
- **promote** attention on trafficking in persons, Preventing and Response to Sexual Exploitation and Abuse and disability inclusion,
- **integrate** Restoring Family Links in protection, gender and inclusion programming in collaboration with the ICRC,
- **strengthen** IFRC capacity and support National Societies to develop and adopt Prevention and Response to Sexual Exploitation and Abuse policies,
- **provide** gender and diversity training within the IFRC and make workplace management processes more inclusive.

Protection, Gender and Inclusion

Position on Children on the Move

- All children on the move, irrespective of their legal standing, age, gender, or health status should have access to protection and humanitarian assistance.
- Because of their higher vulnerabilities, unaccompanied and separated children (UASC) require particular and urgent protection.
- No child should be detained based solely on her or his migration status.
- In order to improve the protection and humanitarian assistance of children on the move, it is necessary to meaningfully engage and provide leadership opportunities for girls and boys to identify protection risks and find and implement solutions.
- More needs to be done to enhance the evidence-base of what specific interventions work to protect children on the move and those that do not, and why.



MOBILISING INVESTMENT FOR 2021 BY RESULT

Strategic priorities	CHF million	Number of people to be reached globally (millions)
Climate and environmental crisis	36	54.8
Evolving crises and disasters	138	57.4
Growing gaps in health and well-being	135	36.4
Migration and identity	34	4.3
Values, power and inclusion	22	26.4
Total Strategic Priorities	365	
Enablers		
Engaged	44	
Accountable	73	
Trusted	51	
Total Enablers	168	
Total Thematic	533	

SPECIAL PURPOSE FUNDS (not included in the above)	CHF million
DREF Disaster Relief Emergency Fund	40
FBA Forecast-based Action Fund	10
CBF Capacity Building Fund	10
NSIA National Society Investment Alliance	10
Total Funds	70
Cash assistance in Turkey through the Emergency Social Safety Net Programme	417
Grand Total	1,020

OUR WORK BY ENABLER



© Finnish Red Cross

ENGAGED WITH RENEWED INFLUENCE, INNOVATIVE AND DIGITALLY TRANSFORMED

Funding requirement in Swiss francs **44 million**

The IFRC's Strategy 2030 requires the IFRC network to act quickly to keep pace with a rapidly changing world. It must innovate and modernise to match the new realities.

Strengthening the auxiliary role of National Societies

The auxiliary role of National Societies is critical to their identity and effectiveness. Unlike non-governmental organisations, National Societies are formally linked to their authorities under national law, with a responsibility to support public efforts to improve communities' safety, well-being and resilience. The auxiliary role is conditional on respect for National Societies' adherence to the Red Cross Red Crescent Movement's Fundamental Principles.

In 2021, the IFRC will support National Societies to strengthen their auxiliary role with local authorities particularly on health, disaster risk management, support for vulnerable migrants, education and social welfare. This will include new guides, the mapping of domestic laws, policies and agreements that support the auxiliary role, and advice and support for relationship-building, advocacy and reform.

A strong collective voice on behalf of those in need

In Strategy 2030, National Societies committed to strengthening their collective voice on the most critical challenges facing humanity, ensuring that “no one is left behind”.

In 2021, the IFRC will support National Societies to promote understanding of the mandate and activities of National Societies and the IFRC network and to influence national and international policy decisions. It will also support them to promote public behaviour to increase safety, well-being and inclusion. In order to do this, the IFRC will develop a set of global advocacy priorities, offer advocacy training and peer learning to National Societies, strengthen communication on influencing strategies, and ensure a strong IFRC network voice at major inter-governmental and inter-agency events.

Effective communications

Effective communications are essential for the IFRC network to respond to the needs of vulnerable people effectively, to grow the network and respond to reputational risks. In 2021, investment in communications across the network will help to build a trusted, shared brand, improve resource mobilisation and community engagement, and support the global IFRC humanitarian voice. As a global network of local actors that deliver services at the community level by community-based volunteers, IFRC public communications will therefore reinforce the “Local Action, Global Reach” message and prioritise the profile of National Societies and volunteers.

The IFRC will also prioritise messages of inclusion to ensure that “no one is left behind” . It will reinforce the principles of humanity and impartiality, and demand that there be no discrimination on the basis of nationality, race, religious beliefs, class, gender, sexual orientation, (dis)ability, ethnic or cultural background or political opinions.

2021 Objectives:

- **Position** the IFRC and National Societies as uniquely placed global humanitarian leaders and partners of choice.
- **Shape and support** external communications to expand IFRC reach and support National Societies’ fundraising and high-level advocacy.
- **Develop** and implement consistent community engagement within the Movement.
- **Inspire** participation and engagement in the International Red Cross and Red Crescent Movement.

Innovative and digital transformation

In 2021, IFRC strategic foresight and innovation will go beyond improvements, pilots, trials and ‘strengthening’ exercises. Instead, the IFRC will drive transformation across the IFRC network to reimagine humanitarianism in the 21st century. It will support National Societies to embed foresight into their strategies and work to provoke transformative thinking and promote anticipation.

The IFRC will enhance organisational cultures to encourage and enable anticipation of trends, innovation, experimentation, learning, and organisational agility and transformation. It will implement training programs for leaders and campaigns for change and support National Societies with tools, training and technical support to promote innovation from local communities, volunteers and staff that helps them drive solutions. It will also support National Societies to experiment and mainstream innovative digital transformations

and enhance the ability of the IFRC network to rapidly adapt and accelerate system, structure and culture transformation.

In 2021, the IFRC will adopt a new Digital Transformation strategy to strengthen the delivery of humanitarian services to people in need. It will support National Societies to complete digital humanitarian self-assessments for investment and partnering plans, which it will combine in an investment portfolio to guide support from across the IFRC network.

The IFRC will continue to develop platforms it has created for humanitarian information and data sharing. It will analyse and test the application of emerging technologies to improve humanitarian services and back-office operations within the IFRC. It will strengthen IFRC foundational digital and data systems to enable organisation-wide Enterprise Resource Planning and enhance performance, technical, social, and resources accountabilities.

In addition to investing in technology, the IFRC will focus on people and processes as essential elements of digital transformation. It will continue to support National Societies to expand digital and data literacy among their volunteers and staff. It will continue to reinforce data protection and to influence discussions on digitisation with partners. It will enforce its data protect policy and operationalise it with guidelines, training, tools and services in close cooperation with internal stakeholders.

ACCOUNTABLE WITH AN AGILE MANAGEMENT AND A RENEWED FINANCING MODEL

Funding requirement in Swiss francs **73 million**

The IFRC will ensure it delivers what it promises to National Societies, volunteers and the communities as effectively and efficiently as possible. It will renew partnerships with National Societies and develop a new financing architecture to help increase their resources.

Financing

The IFRC network has had to rapidly expand its scope and scale of activities in response to the COVID-19 pandemic. Following the initial support for the IFRC global COVID-19 appeal, there has been a significant drop in financial support for that and the IFRC's response to other crises. The IFRC anticipates that fundraising for the response to the COVID-19 pandemic, other emergencies and long-term thematic work will remain challenging in 2021.

The IFRC will continue to support National Societies in their fundraising efforts and to lead the coordination of fundraising for emergencies and global appeals. It will work to secure regular resources and reduce dependency on programme funding for the implementation of the IFRC's Plan & Budget 2021–2025.

The IFRC will roll-out a new digital fundraising platform and develop technical capabilities to make the most of fundraising opportunities.

It is important that the IFRC develops strategies and takes fundraising decisions based on facts, evidence, and data analysis. The IFRC will therefore generate global fundraising business insights for the network in 2021, manage a global platform for fundraising knowledge sharing and a Virtual Fundraising Hub to support National Societies' resource mobilisation in emerging markets.

IFRC legal support and advice to the IFRC and its network will help develop partnerships and enhance fundraising efforts, especially with the negotiation of memoranda of understanding and agreements and the development of innovative fundraising tools with strategic partners.

People and services

The IFRC is dependent on staff and volunteers to deliver effective, timely and principled support to people most in need and to represent them at the global level. Therefore, the IFRC will continue to develop its employment practices and talent at all levels. It will review and restructure systems to better evaluate and manage staff performance while identifying and nurturing staff capabilities. It will support and enhance diversity with a Staff Global Mobility Policy that provides an appropriate framework for placing the right people in the right positions at the right time.

Logistics and Supply Chain represents a key service to all the IFRC members in disaster management and other programmatic activities. The IFRC ensures delivery of vital supplies and services in times of emergencies, preparedness for response through prepositioning, defining standards, market analysis, negotiating framework agreements with suppliers and service providers, delivering fleet management services and cash assistance.

In line with the renewed strategic directions of the IFRC underpinned by Strategy 2030, the IFRC will change its Logistics and Supply Chain Management team to Global Humanitarian Services and Supply Chain and is aiming to take this vital service to a higher level of quality with the following operating principles in mind:

- **Service** to all member National Societies,
- **Improve** cost efficiency and competitiveness, aiming to be among best in class for the humanitarian organisations,
- **Build** upon existing and emerging capacities and competencies of National Societies linking them with those of the IFRC and, as appropriate, with ICRC, to establish an integrated, seamless, efficient and comprehensive Red Cross Red Crescent humanitarian service in logistics, supply chain and related sectors.

Global Service Centre

In 2021, the IFRC will pool support and processing functions for effective services delivery to the entire organisation at the Global Service Centre in Budapest. It will revise the full scope of Global Service Centre support to the whole IFRC network and create an innovative set up to identify new and trending activities.

The Global Service Centre will drive gender parity and ensure diversity, strengthen management, team leadership and leadership development in its Budapest workforce. It will eliminate unnecessary bureaucracy, focussing instead on simplification and flexibility. It will develop robust risk management capabilities, including a Risk Register to accompany cost-effective and solution-oriented services. It will also ensure the high-quality delivery of services, the efficient allocation of resources, and the effective representation of the IFRC with Hungarian Government, UN agencies and Shared Services business community.

The IFRC will ensure organisational risk management across the global network, with clear accountability and quality assurance. It will make web-based systems accessible across the IFRC network. A new Enterprise Resource system that integrates global processes will be the foundation of the IFRC network's digital transformation. It will ensure digital IT and Telecom tools can respond to complex global disaster response needs before, during, and after an emergency.

TRUSTED BY COMMUNITIES, OWNED AND VALUED BY THE MEMBERSHIP

Funding requirement in Swiss francs **51 million**

National Society Development, cornerstone for local action and community resilience

Red Cross and Red Crescent National Societies play a pivotal role in local action. 14 million volunteers across 165,000 local units of the 192 Red Cross and Red Crescent National Societies prioritize the needs of the communities they belong to, focusing on the most vulnerable and marginalized people. National Society Development is the enabler to support agile Red Cross Red Crescent organisations (at local and national level) and their ability to work as a network.

Red Cross and Red Crescent volunteers contribute to social cohesion and connect and give a voice to those who would otherwise remain unheard. As such, National Society Development is an enabling factor for increased community resilience. COVID-19 has confirmed once more the importance of Red Cross Red Crescent volunteers as key actors for effective local action. As such, National Society Development is an enabling factor for the achievement of the localisation commitments of the Grand Bargain.

National Society Development will continue focusing on enhancing the systems, connectivity, approaches and learning to better support volunteers to promote and enhance locally led development and humanitarian action. This will include policy development, enhancing Peer to Peer support and expert support, a special focus on financial sustainability, enhancing data management and analysis for improved evidence-based decision-making, and the revision and development of improved National Society Development tools.

The following are initiatives for National Society Development for 2021:

- The **Virtual Marketplace** is an initiative to connect volunteers across the globe and enhance peer to peer support among National Societies and branches.
- Special attention will be devoted to supporting National Societies to weather the impact of the COVID-19 pandemic global recession. Besides the continuation of the Action Learning support to National Societies, thanks to the ongoing partnership ('WIAL gives back') with the World Institute of Action Learning, a **predictive study** will take place in the first part of the year to analyse the foreseen impact of the financial crisis in sectors where National Societies have been investing to raise unrestricted income, support risk management and adaptive decision-making.
- We will reinforce existing funding mechanisms for **National Society Development** to fuel transformations. Building on the reinvigorated Capacity Building Fund we will allocate funding based on the expressed development needs of National Societies to sustain essential humanitarian services and systems development, complementing the joint IFRC – ICRC National Society Investment Alliance (NSIA) which has a particular focus on medium, high and very high risk contexts. We will contribute to overall alignment at country level of National Society Development support, in line with the 4 commitments of the 2019 National Society Development Compact.

Local ownership

As well as supporting National Societies to assess their development needs and services to communities, the IFRC will continue to prioritise, promote and enhance locally led development and humanitarian action.

Its Strategy 2030 confirms that local empowerment and action is essential for community resilience. People and communities, vulnerable to and affected by crises, need to be able to influence decisions that affect them and to trust the IFRC to serve their best interests.

In 2021, the IFRC will provide a vision and strategy for National Societies to strengthen their community engagement capacity, to become the trusted partner of choice for local humanitarian action within a global network, and to position the IFRC network as a partner trusted by communities.

It will support National Societies to prepare volunteers and youth to be catalysts of behavioural change. It will increase membership of the Volunteering Alliance and strengthen collaboration between National Societies and the IFRC to develop volunteering tools and systems. The IFRC will help National Societies strengthen their duty of care to protect volunteers against risks they may face while on duty and to ensure that they have access to appropriate safety support.

The IFRC will coordinate and support National Societies to institutionalise, implement and assess Movement commitments for community engagement and accountability. It will integrate community engagement and accountability into strategic and annual plans, policies, guidelines, and operating procedures so that it becomes a standard approach for all staff and volunteers.

Trust

Trust in the IFRC enables it to support National Societies to work together and with local communities to address their needs, represent vulnerable people in global forums, influence international discussions and raise funds for its activities. Management of legal risk and compliance obligations of the IFRC and its network are essential foundations for trust. The IFRC will therefore establish a global 'Trust Index' to measure satisfaction with the IFRC and its services and continue to provide strategic and authoritative legal advice on legal matters affecting IFRC compliance obligations and related risks. It will support National Societies with policy drafting and implementation and by sharing knowledge on their legal risk management, structuring of transactions and partnerships.

Nurture a new generation of leaders

The IFRC network will nurture a new generation of IFRC and National Society leaders through the roll-out of a talent management strategy that fosters more age and gender equality, while enhancing geographic and cultural inclusion. This journey of learning entails leadership training, support for new roles as well as coaching and mentoring. This will be enhanced across the IFRC through the promotion of greater intergenerational dialogue to renew ideas, promote innovation and better adapt to young people's ambitions and expectations. This process will develop functional capacities and competencies to achieve a more diverse, and representative leadership in the IFRC network.

Membership and Movement Coordination

Coordination of its **member National Societies** is an IFRC core statutory obligation, identified in the Agenda for Renewal and Plan and Budget for 2021–2025 as a critical priority for the organisation. Stronger coordination by the IFRC is essential to ensure that it capitalises on and fully harnesses the combined strengths of the IFRC and its entire membership, to maximise collective humanitarian impact. Enhanced coordination will reduce waste, eliminate duplication and provide better value for money. In addition, the better coordinated the IFRC membership is, the stronger the network will be in partnership with ICRC to strengthen the actions of the broader Red Cross Red Crescent Movement.

The unique nature of the response to the COVID-19 pandemic, in which the IFRC is supporting National Society local responses in over 150 countries, has provided an opportunity to immediately strengthen membership coordination. It has improved response efficiency and effectiveness which the IFRC will build on in 2021.

The IFRC will promote IFRC-wide Emergency Appeals and IFRC-wide planning, monitoring, and reporting for large emergencies, with National Society domestic response plans central to all planning. It will develop guidance and practical tools to strengthen locally led coordination and to collect and consolidate data from National Societies. It will expand co-creation and shared leadership initiatives with its members and reference centres, as well as agile mechanisms to share resources and provide peer to peer support.

In 2021, the IFRC will ensure that **Movement relations** are effective and based on mutual respect as equal partners. It will demonstrate that the IFRC network operates with pragmatism and flexibility in times where the humanitarian imperative demands more unity of action. IFRC will support National Societies to be more influential in all Movement platforms and in cooperation with the ICRC, make sure that National societies are included at both the strategic and operational levels in the implementation of the Strengthening Movement Coordination and Cooperation (SMCC) initiative. The new SMCC resolution focus on areas such as ensuring the well-coordinated use of Movement components` capacities in operations, consistent Movement-wide data management, further improving the interoperability of systems between different parts of the Movement, well-coordinated resource mobilisation and enhancing the Movements capacity and agility to be timely at the right-scale in the its response to large-scale emergencies. Ultimately, the IFRC will work with National Societies and the ICRC to ensure that the Red Pillar operational footprint is stronger and more coherent.

The IFRC will also review the Seville Agreement and its Supplementary Measures to ensure the IFRC is able to address emerging challenges and that there is a consistent approach to operational coordination and cooperation.

Security

The IFRC will continue to prioritise staff security in all IFRC activities. It will do this by raising awareness and supporting and advising National Societies on strengthening their security management and implementation of and compliance with Minimum Security Requirements.

The IFRC will develop a safety & security “one-stop-shop” for the quick access by Movement staff and volunteers to tools and training they need to stay safe. It will also support the National Societies to incorporate security into their operational plans and with “surge” deployments. The IFRC will continue to work with the ICRC and National Societies to identify areas where more effective mechanisms can be established to coordinate local security.



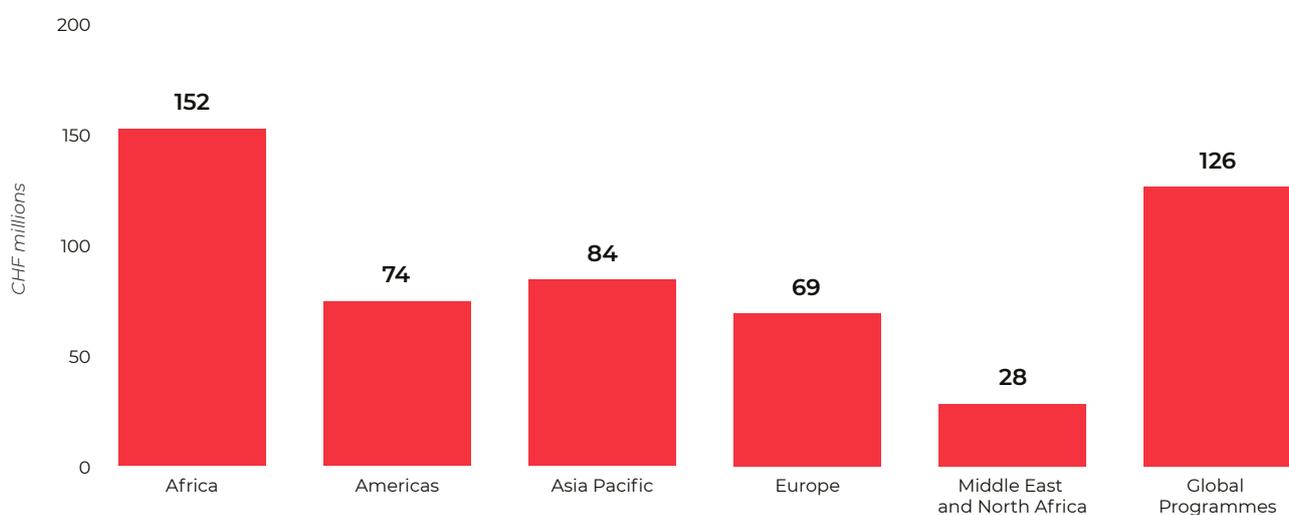
OUR WORK BY REGION



© IFRC / Corrie Butler

Funding requirement table by region

Total geographical funding requirement: 533 million Swiss francs.



The geographical funding requirement is equal to the Thematic funding requirement on page 28. It is not additional

AFRICA

Funding requirement in Swiss francs **152 million**

African context

There are more IFRC network emergency operations in Africa than any other region. National Societies are under tremendous pressure to meet the needs of millions of vulnerable people and governments that increasingly demand their support and services. There is also disturbing imbalance between needs and the resources to cope.

In 2021, the IFRC will prioritise urgent support to National Societies to secure the resources they need to deliver programmes. It will adopt a long-term, large-scale, Pan-African approach that is responsive and relevant so National Societies can provide timely sustainable support to the people they serve.

IFRC support for National Society development and sustainability will be the main channel for achieving greater localisation in Africa. It will also support National Societies to address integrity and governance issues and to position themselves as credible partners of choice.

COVID-19 in Africa

Since the start of COVID-19 pandemic, the IFRC has been supporting National Societies in Africa to respond to the local needs of people affected by the pandemic. National Society staff and volunteers trusted by local communities trained on epidemic control, have been able to quickly sensitize communities on preventive measures, such as hand washing and social distancing, and to address rumours, questions and concerns regarding the virus. They have been sharing information on symptoms and encouraging visits to health facilities if symptoms occur.

IFRC 2021 Priorities

Climate and environmental crises

PAN AFRICA TREE PLANTING & CARE – In 2021, the IFRC will support 28 National Societies to engage communities and other key stakeholders in the planting and caring of billions of trees across Africa in a continent-wide tree planting campaign aligned to national environmental plans and programmes.

PAN AFRICAN FOOD SECURITY AND LIVELIHOOD INITIATIVE – The IFRC will launch the Pan-African Flagship initiative “Promoting Climate Smart Livelihoods Together for Zero Hunger in Africa” integrating WASH, community health and other relevant interventions targeting 29 African countries and respective National Societies. The aim is to address acute hunger and environmental degradation in Africa.

Evolving crises and disasters

AFRICA RED READY INITIATIVE – The Red Ready initiative will be launched in Africa in 2021 to strengthen 21 National Societies to respond to localised crises and disasters. The IFRC will support the National Societies with the processes, tools, and resources for effective and accountable emergency response to vulnerable communities. It will also support them to have adequate systems and to improve volunteer management tools and to foster the capacity of volunteers.

Growing gaps in health and well-being

COMMUNITY EPIDEMIC AND PANDEMIC PREPAREDNESS PROGRAM – The IFRC supports National Societies to enable communities to prepare, prevent, detect, and respond to diseases through its Community Epidemic and Pandemic Preparedness Program. In 2021, the IFRC will strengthen preparedness in seven African countries by focussing on community access to information on the spread of diseases and how to prevent them, simple and effective systems to detect outbreaks, and timely information sharing and community engagement. It will also work with multisector partners to strengthen epidemic preparedness and response and capacities.

ONE WASH

The One WASH approach targets cholera hotspots, implementing long-term WASH infrastructure and preparedness measures to localize and speed up responses to outbreaks. In 2021, One WASH will contribute to strengthening government National Cholera Plans in Rwanda, Ghana, and Malawi. The IFRC will establish a Cholera support platform to help governments with cholera preparedness and support National Societies to eliminate cholera in Africa.



© IFRC / Corrie Butler

Migration and identity

The IFRC's strategic migration aims are to: save lives and ensure dignity; enable safe and resilient living; and promote the social inclusion of migrants. In 2021, IFRC will

- **build** National Society strategic and technical development capacities,
- **encourage** National Societies and Regional Networks to develop migration and displacement strategies,

- **support** National Societies in Humanitarian Service Points,
- **promote** learning through events, webinars and case studies,
- **establish** platforms for information sharing and promote cross-border communication,
- **create and build** upon linkages with the newly formed Migration Lab, supporting research initiatives and capacity as the local level.

Engaged: with renewed influence, innovative and digitally transformed

Digital transformation is crucial for improving community engagement, communication, fundraising, data-driven decisions, reporting and accountability. The IFRC will support National Societies to establish foundational IT infrastructure systems. It will also explore innovative and modern ways of supporting National Society volunteer recruitment, retention, and management.

Kenya innovation

The National Society in Kenya is opening local innovation labs to identify and support local innovators' ideas and community projects. They have also enhanced their digital connection with communities. They run regular webinars, digital workshops and other social media driven activities that drive crucial humanitarian dialogue.

In 2021, the IFRC will promote and scale up innovative solutions by putting in place two innovation hubs that focus on disruptive technology for emergency operations in National Societies. It will also roll out a first aid blended learning mobile application and support National Societies to use remote systems to collect and analyse data. It will also support National Societies on use of artificial intelligence and machine learning to visualise data.

Accountable: with an agile management and a renewed financing model

The IFRC will support National Societies to receive, manage and be accountable for resources including with the establishment of an Emergency Response Fund. In 2021, the IFRC will support National Society financial development initiatives, provide safety and security measures to enable business operations even in the most complex environments, promote Movement Coordination and secure partnerships and financial support for long term, large-scale and Pan-African initiatives.

Trusted: owned and valued by the membership

The IFRC will improve operating models, localization, and knowledge exchange. It will connect IFRC reference centres and knowledge hubs to National Societies for quality and scalable service delivery.

The IFRC will ensure young people, who constitute 60% of the 1.6 million volunteers in Africa, are engaged as leaders, change agents and innovators. It will support National Societies to reinforce youth and volunteering development and volunteer networks to deliver services, develop social cohesion, strengthen community resilience and integrate youth and volunteer engagement across all operational sectors in Africa.

PAN AFRICA NATIONAL SOCIETY DEVELOPMENT AND SUSTAINABILITY – Many National Societies cannot be classified as stable and sustainable. The IFRC will work for and with 49 National Societies to ensure they are strong, sustainable and relevant in Africa. The approach will focus on strengthening localisation, financial sustainability, digitalisation and data literacy, integrity and risk management, and youth and volunteering.

AMERICAS

Funding requirement in Swiss francs **74 million**

Americas context

The complexity, scope and severity of humanitarian needs in the Americas have grown significantly in the last few years and will continue to do so. The region is severely affected by the COVID-19 pandemic. Inadequate health infrastructure compounded with the prevalence of an informal economy have resulted in some of the world's highest incidence and mortality rates in Brazil, Mexico and Argentina. People also need more health, livelihood and psychosocial support due to the additional strains brought on by COVID-19.

Migration also remains a challenge. The IFRC expects the continuation of the root causes, such as poor economic opportunities, violence and conflict to increase in 2021, with a further deterioration of the socio-economic situation as a result of the COVID-19 pandemic. Vulnerable migrant populations continue to require protection from trafficking and smuggling.

Climate change poses an ongoing risk to the region. Its increase has been seen in the devastating effects of hurricanes Eta and Iota. In the Caribbean especially, climate change is an existential threat requiring urgent and effective action and it is exacerbating push factors for migration out of Central America.

IFRC 2021 priorities

Climate and environmental crises

In 2021, the IFRC will support National Societies to work with community members, the public and private sectors, to increase knowledge and advocacy on climate change, to increase community resilience and reduce climate risks. It will also prioritise the reduction of the IFRC network's carbon footprint in the region. The IFRC will work with the National Society in Bolivia to develop a strategy for climate change adaptation. In Jamaica, The Dominican Republic and Grenada, it will support National Societies to strengthen climate change adaptation and disaster risk reduction legal and policy frameworks.

Evolving crises and disasters

In 2021, the IFRC will help strengthen National Societies' cash voucher assistance capacities and will support them to strengthen their auxiliary role and legislative advocacy capacities.

The IFRC will support the National Society in Venezuela to continue a two-year livelihoods and basic needs project that connects health, food security, nutrition and livelihoods, and WASH. In Haiti, the IFRC will work with the National Society to increase disaster management and response services through community-based health programs, the prepositioning of materials, and the National Ambulance Service. It will also develop and implement a cash preparedness roadmap in support of communities. In Central America, the IFRC will work with all National Societies affected by the 2020 hurricane season to recover and prepare for future hurricane seasons.

Growing gaps in health and well-being

The IFRC will continue to prioritise essential health services and pre-hospital care, community-based surveillance and immunisation, and to strengthen the mental health and psychosocial support capacities of five National Societies and the WASH capacities of ten National Societies enabling them to become peer mentors to other National Societies.



© Cruz Roja Ecuatoriana / Vladimir Rod

The IFRC will support the National Society in Colombia to provide medical supplies, strengthen the infrastructure of 100 public hospitals to respond to COVID-19, and provide psychosocial support services.

In Ecuador, the IFRC will support the National Society to implement a strategy to support the public health system by strengthening pre-hospital care and the nationwide first aid system; improving water point installations, wastewater treatment, the installation of sanitary stations and providing education, training, and support for community water boards.

Migration and identity

The IFRC will prioritise support to National Societies with the roll-out of Humanitarian Service Points to enhance assistance and protection services for migrants. It will also strengthen the Community Engagement and Accountability approach for migrants and host communities to reduce stigma and discrimination.

The IFRC will support the National Society in Argentina to reach migrants with cash-based interventions; food boxes; psychosocial support services; healthcare; protection, gender and inclusion; dignity kits; and to provide migrants with vocational courses. In Guatemala, Nicaragua, El Salvador, Honduras, Costa Rica, and Panama the IFRC will help to establish national strategic frameworks that include peer-to-peer support, experience exchange and action plans, and will develop mechanisms for feedback on services provided to migrants.

The IFRC will support National Societies to implement the strategic regional framework on migration as part of a new two-year Movement plan for the Americas. This will focus on a direct response based on humanitarian needs; strengthening the National Society as a relevant actor in the crisis management of population movement; and finding durable solutions through long-term programming.

Values, power and inclusion

In Argentina, Brazil, Chile, Paraguay, Uruguay the IFRC will support National Societies to implement youth as agents of behavioural change. It will also support them to roll out and monitor the use of protection, gender and inclusion minimum standards and protection, gender and inclusion in emergencies toolkits.

In Belize, the IFRC will work with the National Society to provide youth with training in leadership and conflict management and to implement their gender strategy.

Engaged: with renewed influence, innovative and digitally transformed

The IFRC will work with National Societies in Costa Rica, Guatemala, Honduras, and Panama to deliver training on Humanitarian Diplomacy, leading to their engagement in legislative advocacy and the development of relevant, coherent and effective advocacy strategies.

In Colombia, the IFRC will work with the National Society to help strengthen Civil-Military Relations, implement a remote data collection and information system, and train volunteers and staff.

In Argentina, the IFRC will support the National Society to gather evidence to support advocacy through the National Society's Humanitarian Observatory and to extend the methodology to other National Societies.

The IFRC will support National Societies in the English and Dutch speaking Caribbean with training, communications and technical advice, and by accompanying them in areas requiring humanitarian diplomacy and advocacy to strengthen their relationships with government partners.

Accountable: with an agile management and a renewed financing model

The IFRC will support the National Societies in Peru, Bolivia and Ecuador to adopt IFRC policies on fraud and corruption, sexual harassment, exploitation and abuse.

In Venezuela it will safeguard the management of financial resources and ensure high quality financial and technical reporting by conducting regular follow up and controls of implementation rates. It will support the National Society to build capacity for planning, monitoring, evaluation, and reporting, and by accompanying and guiding the National Society with accountability and quality assurance related processes.

In Antigua and Barbuda, the IFRC will provide technical support to the National Society to identify global fundraising business insights and develop proposals to funding mechanisms.

Trusted: owned and valued by the membership

In Brazil, Chile, Paraguay and Uruguay the IFRC will support the development and implementation of commercial first aid models as a source of funding for each National Society within their countries.

It will support the National Societies' in Peru and Ecuador to revise their legal base, and to address integrity risks to incorporate policies that protect against fraud and corruption.

In Bolivia, Ecuador and Peru the IFRC will provide support to secure National Society Development funding in a more transparent and structured way. It will also work with them to identify ways to achieve a volunteer base that reflects the diversity of communities, gender, languages, cultures, marginalised groups and influential members of communities and institutions.

ASIA PACIFIC

Funding requirement in Swiss francs **84 million**

Asia Pacific context

The Asia Pacific region is home to more than 4.6 billion people. More than nine million people have been infected with COVID-19 and hundreds of thousands of lives have been lost. As the COVID-19 pandemic continues to affect people's health and socio-economic situations, and as the Asia Pacific region is the most world's most disaster-prone region, millions of these people are facing ever more complex challenges.

The social and economic determinants of health have also played an important role in the risk and severity of infections. Moreover, migrants, displaced persons and refugees living in difficult conditions have experienced discrimination and barriers to health services during the pandemic. Fear, stigma and disinformation have given rise to dangerous situations. Almost half the number of people surveyed in the Asia Pacific region believe specific groups are responsible for the spread of COVID-19. While the full impact of the pandemic is yet to be realized, it is already threatening to reverse progress made with vulnerable populations and exacerbate pre-existing vulnerabilities.

Climate change and extreme weather events are being compounded by rapid urbanisation. They are growing in scale, magnitude and intensity, putting vulnerable communities at risk and leading to widespread displacement and migration. In 2019, the majority of people in the Asia Pacific region were living in urban areas. The rapid urbanisation places demands on food, water, transport and health systems.

Strengthening long-term resilience against heatwaves has become a key concern for the National Society in India where they have been more frequent, intense and longer than in previous years. They typically occur between March and June in the northern region, but also affect the entire country. Heatwaves have been particularly harsh on farmers, street vendors, daily wagers, construction workers and even the traffic police in cities.

IFRC 2021 Priorities

The IFRC focus in the Asia Pacific region for the next five years will be to support National Societies to increase investment in local disaster preparedness and response. It will support the development of National Society leadership capacity and financial sustainability and enhance the National Societies' auxiliary role. The IFRC will unite the network in the region to maximize collective resources, technical expertise, effectiveness and efficiency, reduce duplication and scale-up flagship programmes.

Climate and environmental crises

In 2021, the IFRC will integrate climate risk management, adaptation and mitigation across all programmes, operations and in its advocacy work to reduce risks, especially of urban heatwaves, coastal hazards and sea level rise through nature-based solutions, climate change campaigns, Green Response and environmentally sustainable practices.

NATURE-BASED SOLUTIONS – In 2021, the IFRC will build on the experience of the National Society in Vietnam of learning and prioritising the use of nature-based solutions. The National Society has been working with communities and the local government to plant and protect 9,000 hectares of mangroves in nearly 100 coastal areas for more than 20 years and is planning to plant another 9,000 hectares. It has also increased advocacy to improve laws related to mangrove protection and coastal forest management.

The mangroves have brought enormous benefits. They have:

- **reduced** damage from typhoons and waves to a value of US\$1,000 per metre of sea dyke per year,
- **brought** livelihood benefits to more than 10,000 people who participated in planting and protecting the mangroves, as well as to people collecting aquaculture and non-timber products,
- **protected** livelihoods by preventing saltwater intrusion into rice fields during storm surges,

Heatwave Preparedness

The National Society has identified the need for long-term risk reduction measures with the Indian Meteorological Department and the National Disaster Management Authority. Volunteers have been trained on heatwave risks and have been urgently raising awareness. The National Disaster Management authority revised national heatwave guidelines to include prevention, preparedness and mitigation. Heatwave preparedness has now become part of the Indian National Society Strategy 2030 and is part of the updated first aid training curriculum.



© British Red Cross / Farzana Hossen

Evolving crises and disasters

EMPOWERING PEOPLE – In 2021, the IFRC will continue collaborating with Google to support a community-based flood alert system in the Brahmaputra and Ganges river basins in India, including eight districts in Assam and Bihar, reaching almost 28 million people. It will conduct risk assessments, training, a risk awareness campaign, and provide early warning equipment to communities. The intention is to improve alerts and early action to save lives and improve disaster resilience. It will also further develop accurate and timely alerts to empower at-risk people to confidently take actions to save lives and livelihoods.

SCHOOL SAFETY – The IFRC aims to engage at least 50% of National Societies in the Asia Pacific region in Safer Schools initiatives by 2022, as part of the regional Manila Call for Action. Safer Schools initiatives ensure education in safe schools for children and youth's dignity, communities' resilience, countries' social cohesion, economic development and peace. In 2021 it will strengthen and expand school-based activities by mapping National Society capacity for school safety work and develop a comprehensive school safety approach.

Growing gaps in health and well-being

Infectious diseases are threatening to regain a foothold. People fear vaccinations and control measures for vector-borne diseases and resources have been diverted to contain the COVID-19 outbreak. Therefore, immunisation will be one of the regional priority areas with the goal of reaching more than five million people by 2025.

INTEGRATED COMMUNITY RESILIENCE PROGRAMME (ICRP) – The IFRC Integrated Community Resilience Program in The Democratic People's Republic of Korea aims to enhance the resilience of 56,000 people in vulnerable communities in disaster prone areas in 2021. It does this through integrated programmes that combine health, water and sanitation, disaster risk reduction and livelihoods to improve the nutrition of the most vulnerable people. Since 2014, the programme has reached 48 vulnerable communities of around 360,000 people, thereby contributing to the achievement of United Nations Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction, and the IFRC 1 Billion Coalition.

Values, power and inclusion

ENHANCING THE RESILIENCE OF MARGINALISED WOMEN – In 2021, the IFRC will continue to work with Kuwait National Society on the two-year USD 1 million fund for the implementation of a Women Empowerment Programme in Afghanistan, Bangladesh, Pakistan and Vietnam. It will call on the IFRC network to address the lack of protection and economic opportunities for women. The IFRC will continue to channel funds to leverage the capacities, skills and comparative advantages of National Societies to deliver lasting impact for marginalised and under-privileged women.

Accountable: with an agile management and a renewed financing model

The IFRC will support National Societies to develop their capacity to receive, manage and be accountable for resources including with the establishment of an Emergency Response Fund.

Commercial First Aid

Commercial first aid is one of the IFRC 2021 flagship areas of support to National Societies in the Asia Pacific region to financially support them to provide other core services. Together with Global First Aid Reference Center, the IFRC will support the National Societies of India, Nepal, Bangladesh, Pakistan, Philippines, Indonesia, Timor Leste, Sri Lanka, Bhutan, Mongolia, Myanmar, and others in the Pacific, to draw up business plans and to work on strategies and processes that contribute to their long-term financial sustainability.

EUROPE

Funding requirement in Swiss francs **69 million**

European context

Europe is facing an unprecedented challenge with the Covid-19 pandemic as it continues to strain national healthcare systems, and society more broadly. Pandemic induced financial recessions combined with mounting uncertainties have affected much of the humanitarian work across the region and will continue to demand a high level of engagement from Red Cross and Red Crescent volunteers.

The Europe region is also prone to civil unrest, conflict, and population movement, in some cases exacerbated by Covid-19. Environmental crises are triggering natural disasters of increasing severity. In addition to this, the numbers of people migrating to Europe continues to grow due to conflict, poverty and a lack of opportunity in other parts of the world. An increasingly ageing population is causing a social shift, and growing inequality is having an impact on the health of the poorest and most vulnerable people, including migrants and displaced people, many of whom have little or no access to essential health services.

Cardiovascular disease, diabetes, cancer, and chronic respiratory diseases are some of the leading causes of death in the region; at the same time, mental health disorders are the primary causes of disability. There are increasing health emergencies, such as measles outbreaks and alarming rates of Tuberculosis and HIV, especially in Eastern European and Central Asian countries.

IFRC 2021 Priorities

Climate and environmental crises

The IFRC will integrate climate risk management across all programme, operations and advocacy work to reduce the humanitarian impacts of climate and environmental crises.

UKRAINE – In 2021, the IFRC will support the Ukraine National Society with climate awareness in all its activities, especially those for reducing the risks and responding to natural disasters. The IFRC will also support the funding of research and advocacy on climate change for the long-term goals of the Ukrainian Red Cross Society to be recognised as a leading organisation on the topic.

Evolving crises and disasters

The IFRC will focus on preparedness and readiness to respond to shocks and enhance community risk reduction and resilience. This includes early warning and early action systems to mitigate risks affecting vulnerable communities and the most disadvantaged and hard to reach people in society.

CENTRAL ASIA COUNTRY CLUSTER – The IFRC will continue to support National Societies and governments in Central Asia to develop effective legal frameworks for disaster risk reduction and response. With an expanded mandate from the 33rd International Conference, the IFRC will focus on law and disaster preparedness and response, international disaster response laws, rules and principles, law and disaster risk reduction, and regulatory barriers to post-disaster shelter.

Neighbours Help First Network

In 2021 the IFRC will cooperate with the National Societies of South-Eastern Europe through the Neighbours Help First Network. Engagement will include training and sharing of best practices in psychosocial support, restoring family links, first aid, educational activities and the development of response capacities by optimising regional emergency stocks and replenishment mechanisms.



© Italian Red Cross / Adriano Valentini

Growing gaps in health and wellbeing

The IFRC will continue to work with National Societies to build their capacity to prepare, respond to health-related priorities, including community-based health, first aid, healthy ageing, mental health and psychosocial support. Additional National Society capacity development is also planned in response to the new needs arising from the ongoing Covid-19 pandemic.

One of the IFRC's strategic priorities is to ensure more people have safe and equitable access to health, water, sanitation, and adequate living conditions. It will therefore expand programmes to meet the needs of vulnerable people and marginalised groups, by investing in epidemic and pandemic preparedness, local networks, and volunteers as community-based responders.

SUPPORT TO NATIONAL HEALTH AUTHORITIES – 2021 will see an increase in IFRC support to the National Societies of Austria, Germany, Greece, Italy, Malta, Portugal, and Spain through the scaling up of mobile COVID-19 testing. The agreement between IFRC and the European Commission, worth 35.5 million euros, will build the capacities of National Societies in staff training and allow access to equipment, lab items and reagents to take samples and perform PCR and rapid antigen tests in support of national health authorities' work.

Migration and identity

The IFRC will ensure that all people who migrate or are displaced are safe, treated humanely and with dignity, and have access to assistance and protection. The IFRC will enhance National Societies' capacities to work with local and international actors to deliver humanitarian services to migrants and those affected by migration, including families who stay behind.

TURKEY – Outreach and referral activities in Turkey will continue to strive in ensuring that individuals have access to the large-scale cash programme Emergency Social Safety Net (ESSN) and other relevant services in 2021. ESSN will continue offering a lifeline to 1.7 million vulnerable refugees across Turkey thanks to the European Union funding and a partnership between the IFRC, the Turkish Red Crescent Society and the Turkish government institutions.

Values, power and inclusion

The IFRC will protect and promote a positive change for humanity, based on humanitarian values and principles. It will do this by enhancing National Societies' capacities through youth, engagement with the education community and ensuring more inclusivity, greater diversity and the protection of people and dignity.

CENTRAL ASIA COUNTRY CLUSTER – In 2021, the IFRC will support National Societies in Central Asia to strengthen their capacities for including gender issues in their disaster response and preparedness, building on the “Gender issues in emergency response” training that it conducted with UNICEF in 2020. It will also follow-up with National Societies on including sex-disaggregated data for planning and reporting in their action plans and provide them with technical support on beneficiary feedback and accountability.

Engaged: with renewed influence, innovative and digitally transformed

The IFRC will support National Societies to participate in domestic, regional, and global networks, with particular attention on communities of practice, technical skill-sharing events, and lobby and association groups.

In 2021, the IFRC will expand peer-to-peer support for financial sustainability and will incorporate additional National Societies. The IFRC will aim to maintain and grow the network of regional practitioners in fundraising through comprehensive technical guidance, seminars and workshops with all processes linked to the overall National Society development initiatives across the Region.

BELARUS – In 2021, IFRC Regional Office for Europe will continue its comprehensive technical support to Belarus Red Cross in systematic unrestricted and predictable income generation activities from domestic sources in close coordination with other movement partners. The work aims to ensure National Society's financial sustainability by 2024, further enhancing its humanitarian response footprint nationally.

Accountable: with an agile management and a renewed financing model

The IFRC will develop global human resource guidelines and ensure the integration of web-based systems across the region. It will ensure that all staff are made aware of safeguarding initiatives during onboarding sessions and online training.

Trusted: owned and valued by the membership

Stronger links with all other National Society networks in Europe Region will be further developed and better coordinated, by means of Federation's reference centres and technical communities of practice. Additionally, in 2021, the IFRC will establish the National Society Development Practitioners Network to provide support and exchange experience and to strengthen the Branch Organisational Capacity Assessments Facilitators Network. It will support National Societies to implement strategies to strengthen volunteering and youth development through technical assistance and training.

THE MIDDLE EAST AND NORTH AFRICA

Funding requirement in Swiss francs **28 million**

The Middle East and North Africa context

In 2021, the Middle East and North Africa region is expected to continue suffering from the COVID-19 pandemic, socio-economic decline, civil unrest, armed conflict, natural disasters, and climate change. There are more than 40 million migrants and 11 million internally displaced people. Many of them are gravitating to urban areas, while the demography is getting younger faster than almost everywhere else in the world.

Political, security and economic volatility have deteriorated essential services and made new groups more vulnerable. Meanwhile, the humanitarian situation has adversely affected and weakened national institutions, essential services, and socio-economic structures with profound consequences on the well-being of people. The response of public authorities to the COVID-19 pandemic, such as border closures, travel bans, and curfews, have also slowed humanitarian assistance.

The most vulnerable people are suffering from stretched healthcare services and disrupted access to essential services. The economic impact due to the COVID-19 is severely affecting their ability to access basic needs and services. Women and girls are at an increased risk of domestic violence, and women and children are most at risk of morbidity and mortality from disease outbreaks.

The impact of climate change continues to threaten development in the region and is fuelling conflict and population movement. The region is already the world's most scarce of water. Dependency on food imports and climate change could make the situation worse.

Volunteers and staff lack safe access to vulnerable people, and the negative impact of sanctions and counter-terrorism measures on humanitarian assistance are causing major problems.

This context has required a re-prioritisation and scale-up of the support to National Societies in 2021. The IFRC will continue to support National Societies with their development and to adopt a more inclusive approach and adapt to the regional context. It will act as a platform for stronger partnerships and coordination within the Movement, with UN agencies, and academic institutions, and will strengthen the delivery on its core mandate in health and livelihoods, and expand communications, advocacy, and humanitarian diplomacy to address priority issues.

Climate and environmental crises

The IFRC will support National Societies to invest in Disaster Risk Reduction and climate change adaptation and to increase their capacity to act in shorter timescales, to minimize exposure, vulnerability and increase local impact. It will improve forecast reliability and provide impact-based forecasting using scientific data to determine the most-at-risk population ahead of an extreme weather event through Forecast-based Action.

The IFRC will support the National Societies in North Africa to strengthen their timely response to climate-related emergencies, to anticipate them and to prepare relevant material, financial and human resources. The IFRC will support the National Society in Algeria to implement environmentally friendly programs and engage more widely in programs and activities that mitigate the impact of climate change, such as with the initiative launched in 2019 to use solar panels in the desert as energy sources for water pumps.

Evolving crises and disasters

The IFRC will continue conceptualizing, developing and rolling-out the “DRR in fragile and complex settings” approach with National Societies and in coordination with other movement partners. The IFRC will continue to support National Societies in their application of the Preparedness for Effective Response mechanism to identify areas for improvement, to develop crisis preparedness and response activities within the national crisis response plan. It will also continue to support National Societies to improve community and institutional preparedness, response and recovery capacities with technical resources, funding and legal advice.

In Yemen, the IFRC will support the National Society to strengthen capacities to respond to disasters and to meet the increasing humanitarian needs, while ensuring that best practices are captured, and lessons are learnt.

Growing gaps in health and well-being

In 2021, the IFRC will increase support to National Societies to deliver quality and sustainable community-based health activities through their network of volunteers, and their unique community access, trust, and acceptance. It will build on the pre-existing community-based health, and hygiene interventions to promote equitable access to essential health and care services, WASH infrastructure and information.

Migration and identity

The IFRC will mainstream migration and displacement considerations in all strategic priorities to reinforce the National Societies’ strategic planning and their neutral, impartial and independent humanitarian assistance to internally displaced persons and migrants. It will provide National Societies with support, training, advice, and direction on migration and displacement engagement to be in line with commitments in the IFRC Global Migration Strategy and other Movement frameworks.

The IFRC will support the North Africa National Societies in their efforts to deliver humanitarian aid to migrants and refugees with the promotion of community health, first aid, mental health and psychosocial support, access to basic care, the restoration of family links, and the resumption of contacts. It will also support National Societies to integrate migrants and refugees in major urban areas in Morocco and Egypt.

Values, power and inclusion

In 2021, the IFRC will promote humanitarian education programmes that provide young people with the skills and knowledge to bring about positive contributions in their own communities. The Protection, Gender and Inclusion (PGI) approach will focus on National Societies’ support to the most vulnerable individuals and groups. It will increase protection services and measures to prevent and mitigate risks, respond to gender-based violence and seek durable solutions for the recovery of vulnerable groups.

The IFRC will support the Palestinian National Society to mobilise resources and raise awareness about the learning needs of deaf school children. In Lebanon, it will support the National Society to train staff on PGI minimum standards and their integration in disaster management and emergency plans, as well as to collect data.

Engaged: with renewed influence, innovative and digitally transformed

The IFRC will support National Societies’ humanitarian diplomacy and advocacy efforts with governments and intergovernmental organisations and by supporting National Societies to develop relevant capacities. It will also support them to strengthen their auxiliary role, to raise their voices in humanitarian and development fora, and to strengthen relations with partners.

The IFRC aims to establish itself as the reference agency for media during disasters in the region. It will build strong emergency response communications capacities and systems and increase the digital presence of the IFRC network on digital platforms.

Accountable: with an agile management and a renewed financing model

The IFRC will transform relationships that have supported its regional response to COVID-19 into long-term partnerships. It will develop multi-year and sustainable partnerships for the benefit of National Society programming and funding and pilot innovative partnerships and campaigns to secure financial resources.

The IFRC will also improve risk management and the efficiency and effectiveness of its tailored support to National Societies especially for their climate and health activities in support of their auxiliary role. It will also aim to maximise their full potential as IFRC members. In Jordan, the IFRC will support the National Society to improve finance and administrative functions with a detailed recommendation plan on the areas to strengthen and with technical advice to enhance internal finance and administrative processes and controls.

Trusted: owned and valued by the membership

The IFRC will continue to support National Societies in the region to strengthen community engagement and participation in programmes and operations. It will encourage accountability to these communities with improved communication that allows for feedback and complaints.

The IFRC will increase support to National Societies to achieve greater financial sustainability, especially with greater capacity for resource mobilisation, finance, and risk management. IFRC will support the National Societies in Iraq, Syria, and Jordan to develop resource mobilisation strategies and continue to build on the capacities they have developed so far. It will also support the National Society in Iran to prepare and update its Fraud and Corruption Prevention Policy, and to deliver training on fraud and corruption prevention.

Regular resources

The humanitarian work in the region is dependent on national government and international funding, especially to support the needs of vulnerable people in protracted crisis and volatile contexts. Despite government commitments, the IFRC network and local communities still have insufficient resources and financial contributions are likely to shrink. Humanitarian and development funding also often comes with restrictive requirements that can hinder the IFRC's principled humanitarian support to people in need.

Achieving more predictable, longer-term resources in MENA is imperative if the IFRC is to maintain perceptions of neutrality. In conflict affected areas, where funding opportunities are often limited only to donors that are perceived by the parties in conflict to be neutral, this severely constricts the sources of potential funding to address urgent, often life saving threatening issues.





© Samoa Red Cross

CONCLUSION

The future may be uncertain, but for the IFRC, we know that our member National Societies will be needed more than ever. National Societies have been strongly impacted by both the pandemic and the financial impacts of it. They will need strong and continued support from their IFRC to ensure that they will have the resources and capacities to meet the challenges ahead.

National Societies are trusted local organisations. They have responded to the global COVID-19 pandemic as they have to all local challenges: with urgency, understanding, efficiency, accountability and with the support of a worldwide network.

We do know that the pandemic will continue to require strong and sustained response. However, we must not lose sight of the other challenges that require our presence and attention. We will continue to be present for communities before, during and after disasters. We will continue to focus our efforts on supporting the most vulnerable to build their resilience and reduce their risk. These are the keys to weathering any storm ahead.

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.