| **Strategic Priority /Enabler** | **Level** | **Results[[1]](#footnote-2)** | **Comments** |
| --- | --- | --- | --- |
| SP1-Climate | Outcome | **1.1:** Communities and Red Cross and Red Crescent (RCRC) staff and volunteers undertake urgent action to adapt to the rising and evolving risks from the climate and environmental crises. |  |
| SP1-Climate | Output | ***1.1.1***: IFRC and National Society staff and volunteers have the knowledge, capacity and resources to serve as agents of change and mobilise urgent action to address the climate and environmental crises. |  |
| SP1-Climate | Output | ***1.1.2***: National Societies are supported to ensure communities have increased capacity to address the evolving impacts of climate change and ownership over programmes addressing climate risks through increased avenues to contribute their own insights, knowledge and ideas |  |
| SP1-Climate | Output | ***1.1.3***: IFRC and National Societies systematically integrate and anticipate short- and longer-term impacts of the climate and environmental crises in their programmes and operations to help communities absorb, adapt and transform to climate change. |  |
| SP1-Climate | Output | ***1.1.4*:** National Societies are supported to innovate and work on new types of programmes that contribute to reducing the impacts of the climate and environmental crises and prevent further degradation of the environment. |  |
| SP1-Climate | Output | ***1.1.5***: National Societies are supported to become recognized and approached as key partners in efforts to support communities and governments in scaling up climate action and working with the most at-risk communities. |  |
| SP1-Climate | Output | ***1.1.6***: National Societies are supported to increase the ambition of governments, partners and the private sector on climate action, as reflected in climate- and disaster-related laws, policies, plans, programmes and investments. |  |
| SP1-Climate | Outcome | **1.2:** IFRC Secretariat and National Societies adopt environmentally sustainable practices and contribute to climate change mitigation. |  |
| SP1-Climate | Output | ***1.2.1***: National Societies are supported to serve as agents of change to catalyse climate change mitigation efforts and promote more sustainable environmental practices, through the support of engaged and trained volunteers, youth and senior management. |  |
| SP1-Climate | Output | ***1.2.2***: The IFRC Secretariat and National Societies reduce their carbon footprint, promote environmentally sustainable practices and implement their environmental policies |  |
| SP1-Climate | Output | ***1.2.3***: The IFRC network identifies, avoids, reduces and mitigates adverse environmental impacts resulting from humanitarian response and long-term programmes and mainstreams green response into all RCRC systems and practices. |  |
| SP1-Climate | Output | ***1.2.4***: National Societies are supported to promote environmentally sustainable practices in communities. |  |
| SP2-Crises and Disasters | Outcome | **2.1:** Communities take action to increase their resilience to evolving and multiple shocks and hazards. |  |
| SP2-Crises and Disasters | Output | ***2.1.1:*** At-risk communities share and receive actionable risk information and are supported to take active steps to reduce their vulnerability and exposure to hazards. |  |
| SP2-Crises and Disasters | Output | ***2.1.2:*** Communities prepare for timely and effective mitigation, response and recovery to crises and disasters, including early action. |  |
| SP2-Crises and Disasters | Outcome | **2.2:** People affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate, flexible and strengthens their agency. |  |
| SP2-Crises and Disasters | Output | ***2.2.1:*** People affected by crises and disasters receive timely and appropriate cash and voucher assistance. |  |
| SP2-Crises and Disasters | Output | ***2.2.2***: Where markets and services are disrupted, people affected by crises and disasters receive timely and appropriate in-kind assistance. |  |
| SP2-Crises and Disasters | Output | ***2.2.3:*** People affected by crises and disasters receive support and services and develop their skills to address their needs. |  |
| SP2-Crises and Disasters | Outcome | **2.3:** National Societies respond effectively to the wide spectrum of evolving crises and disasters, and their auxiliary role in disaster risk management is well defined and recognised. |  |
| SP2-Crises and Disasters | Output | ***2.3.1:*** National Societies are prepared to respond to crises and disasters (sudden-onset, slow-onset, time-bound and protracted), with increased capacity to analyse and address the needs of people affected by crises and disasters. |  |
| SP2-Crises and Disasters | Output | ***2.3.2:*** National Societies draw upon the capacity of the IFRC network for additional HR, technical support, material assistance and equipment ‘as local as possible, as international as necessary’. |  |
| SP2-Crises and Disasters | Output | ***2.3.3:*** National Societies enhance their coordination and collaboration with key stakeholders including national and sub-national actors, civil society, civil protection mechanisms, the private sector, reference centres and research institutions.  |  |
| SP2-Crises and Disasters | Output | ***2.3.4:*** National Societies access funding support from the IFRC network and beyond to respond to humanitarian needs that result from crises and disasters. |  |
| SP2-Crises and Disasters | Output | ***2.3.5:*** National Societies affected by a major disaster or crisis become more resilient and sustainable, through targeted strengthening activities alongside the international support they receive as a result of the emergency. |  |
| SP2-Crises and Disasters | Outcome | **2.4:** National Societies expand their leadership in the field of Disaster Law. |  |
| SP2-Crises and Disasters | Output | ***2.4.1:*** National Societies advocate for effective and protective disaster related laws, policies and regulations. |  |
| SP2-Crises and Disasters | Output | ***2.4.2*:** National Societies provide advice to their government in the analysis, drafting and implementation of effective disaster-related laws and policies. |  |
| SP2-Crises and Disasters | Output | ***2.4.3*:** National Societies improve official recognition of their auxiliary role in the area of disaster risk management. |  |
| SP3-Health | Outcome | **3.1:** National Societies capitalise on their auxiliary role to ensure their position on relevant country-level public health strategy, advocacy and policy platforms and mechanisms |  |
| SP3-Health | Output | ***3.1.1:*** National Societies are supported to have a defined and active health/WASH strategy  |  |
| SP3-Health | Output | ***3.1.2:*** National Societies are supported to be officially recognised, appropriately positioned and active members of relevant public health emergency preparedness and response coordination platforms |  |
| SP3-Health | Output | ***3.1.3***: National Societies are supported to be included in relevant national plans, strategies, policies and/or laws related to epidemic and pandemic preparedness and response |  |
| SP3-Health | Output | ***3.1.4:*** National Societies are supported to be included, and their role and responsibilities are defined as appropriate, in national plans and strategies related to human resources for health and health system strengthening |  |
| SP3-Health | Output | ***3.1.5:*** National Societies are supported to be members of, and regularly engage in, relevant national public health advocacy platforms |  |
| SP3-Health | Output | ***3.1.6:*** National Societies are supported to be members of, and regularly engage in, relevant donor platforms and fora at the country level |  |
| SP3-Health | Outcome | **3.2:** The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course |  |
| SP3-Health | Output | ***3.2.1***: National Societies are supported to deliver evidence-based and impact-driven, effective, appropriate health promotion, disease prevention and community-based care activities, focusing on the people in situations of vulnerability in all contexts |  |
| SP3-Health | Output | ***3.2.2:*** National Societies are supported to help communities identify and reduce health risks through relevant community engagement, accountability and behaviour change approaches that ensure locally-led solutions to address unmet need |  |
| SP3-Health | Output | ***3.2.3:*** National Societies are supported to adapt and expand their health programming to meet the growing needs associated with climate change |  |
| SP3-Health | Output | ***3.2.4***: National Societies are supported to expand the reach, quality and modalities of their first aid activities, including training of volunteers, staff and the general public across all contexts |  |
| SP3-Health | Output | ***3.2.5:*** National Societies are supported to develop their commercial first aid models to promote financial sustainability and accelerate their ability to sustain services |  |
| SP3-Health | Output | ***3.2.6:*** National Societies are supported in their efforts to meet the mental health and psychosocial support needs of communities, as well as volunteers and staff |  |
| SP3-Health | Output | ***3.2.7:*** National Societies are supported to contribute to efforts to achieve and sustain national immunisation targets, and promote fair and equitable access to new vaccines (including future COVID-19 vaccines through the COVAX facility) |  |
| SP3-Health | Output | ***3.2.8***: National Societies are supported in their efforts to increase the number of voluntary non-remunerated blood donations |  |
| SP3-Health | Output | ***3.2.9***: National Societies are supported in their efforts to contribute to efforts to achieve and sustain national targets for vector-borne disease interventions, including coverage with insecticide-treated nets for effective malaria prevention |  |
| SP3-Health | Output | ***3.2.10***: National Societies are supported in their efforts to address the needs of people living with communicable diseases, such as HIV and TB, utilising relevant harm reduction approaches as appropriate |  |
| SP3-Health | Output | ***3.2.11***: National Societies are supported in their efforts to reduce the prevalence and impacts of non-communicable diseases |  |
| SP3-Health | Output | ***3.2.12:*** National Societies are supported to provide quality and sustainable nutrition services |  |
| SP3-Health | Output | ***3.2.13***: National Societies are supported to provide contextually appropriate sexual, reproductive, maternal, neonatal, child and adolescent health services |  |
| SP3-Health | Outcome | **3.3:** The health and dignity of communities in emergencies are maintained by providing access to appropriate health services |  |
| SP3-Health | Output | ***3.3.1:*** National Societies are supported to adequately prepare for and respond to the health consequences of disasters and crises, including epidemic and pandemics |  |
| SP3-Health | Output | ***3.3.2:*** National Societies are supported in their efforts to build and maintain community-level capacity in effective detection, prevention and response to infectious disease outbreaks |  |
| SP3-Health | Output | ***3.3.3:*** National Societies are supported in their efforts to respond to mental health and psychosocial needs effectively during emergencies |  |
| SP3-Health | Output | ***3.3.4:*** National Societies are supported to provide adequate care, support and referral services to survivors of SGBV in disasters and other emergencies |  |
| SP3-Health | Outcome | **3.4**: Communities have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services |  |
| SP3-Health | Output | ***3.4.1***: National Societies are supported to provide communities with improved access to safe water |  |
| SP3-Health | Output | ***3.4.2***: National Societies are supported to provide communities with knowledge and best practice on treatment and reuse of wastewater |  |
| SP3-Health | Output | ***3.4.3***: National Societies are supported to provide communities with access to adequate, appropriate and safe sanitation facilities |  |
| SP3-Health | Output | ***3.4.4***: National Societies are supported to provide communities with knowledge and best practice to improve sustainable community-based management of water and sanitation facilities |  |
| SP3-Health | Output | ***3.4.5***: National Societies are supported to promote and measure positive behavioural change in personal and community hygiene among targeted communities, including in the area of menstrual hygiene management |  |
| SP3-Health | Outcome | **3.5**: Communities at risk from pandemics and epidemics have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services in emergency settings |  |
| SP3-Health | Output | ***3.5.1***: National Societies are supported to provide communities and key structures at risk from pandemics and epidemics improved access to adequate water, sanitation and hygiene services in emergency settings |  |
| SP3-Health | Output | ***3.5.2***: National Societies are supported to promote and measure community awareness of pandemics and epidemics, including cholera under the One WASH Initiative, and the means to better mitigate their impact |  |  |
| SP4-Migration | Outcome | **4.1** Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.  |  |
| SP4-Migration | Output | ***4.1.1.*** The assistance and protection needs of vulnerable migrants, whatever their status, are addressed through effective access to essential services, including through the establishment of Humanitarian Service Points (HSP)  |  |
|  | Output | ***4.1.2*** Joined-up Movement humanitarian assistance and protection services to migrants, displaced people and their families are provided and promoted through engagement with local and national authorities, host communities and affected people, in partnership and collaboration with other relevant organizations. |  |
| SP4-Migration | Output | ***4.1.3.*** The assistance and protection needs of IDPs and host communities are addressed, aligned with Movement policies and resolutions, including in urban internal displacement contexts, and through access to protection during displacement and durable solutions.  |  |
| SP4-Migration | Output | ***4.1.4***. National Societies are assisted to undertake effective advocacy in support of migrants’ and displaced persons’ access to essential public services. |  |
| SP4-Migration | Outcome | **4.2**: National Societies are able to engage with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs. |  |
| SP4-Migration | Output | ***4.2.1***: The IFRC coordinates, facilitates and provides National Societies with support, appropriate training, advice, and clear direction to guide their engagement in the field of migration and displacement, including in line with the targets and commitments of the IFRC Global Migration Strategy and other Movement frameworks.  |  |
| SP4-Migration | Output | ***4.2.2***: The IFRC integrates and mainstreams migration dimensions and approaches across its humanitarian activities, tools and methodologies in the field of emergency preparedness, response and recovery, and long-term programming. |  |
| SP4-Migration | Output | ***4.2.3*** The IFRC supports global and regional networks such as the Movement Leadership Group, the Global Migration Task Force, the Movement Reference Group on IDPs, the Asia Pacific Migration Network (APMN) in Asia/Pacific, the Sahel+ technical group on migration and PERCO in Europe, to facilitate learning and information sharing and establishes coordination mechanisms, including those that support a route-based approach. |  |
| SP4-Migration | Output | ***4.2.4***: The IFRC supports NSs to negotiate agreements, policy or legal provisions as appropriate with relevant authorities to strengthen their auxiliary role in support for vulnerable migrants and displaced persons. |  |
| SP5-VPI | Outcome | **5.1:** The IFRC andNational Societies contribute to a positive change in communities through wider understanding, ownership, dissemination and application of Fundamental Principles and humanitarian values, focusing especially on young people’s knowledge, skills and behaviour. |  |
| SP5 - VPI | Output | * + 1. Technical and financial support for youth-led education and action is scaled up, building on the Youth Engagement Strategy and other youth-led initiatives (e.g., YABC)
 |  |
| SP5 - VPI | Output | * + 1. Strategic partnerships and innovative mechanisms for collaboration on humanitarian education with key actors (including education authorities) are strengthened or established
 |  |
| SP5-VPI | Outcome | **5.2:** The IFRC andNational Societies promote and support safe, equitable and continuous access to quality education for all, especially boys and girls affected by disaster, crisis or displacement |  |
| SP5-VPI | Output | ***5.2.1*** IFRC emergency operations address education-related humanitarian needs, including through assessment, programmatic integration, research and data collection/analysis |  |
| SP5-VPI | Output | ***5.2.2.*** The IFRC and National Societies contribute to enhancing protection, equity and inclusion,safety and well-being in education |  |
| SP5-VPI | Output | ***5.2.3*** Strategic partnerships and innovative mechanisms for collaboration on education in emergencies with key actors (including education authorities) are strengthened or established. |  |
| SP5-VPI | Output | ***5.2.4*** The secretariat develops effective advocacy about the importance of ensuring safe, equitable and continuous access to education in humanitarian contexts |  |
| SP5-VPI | Outcome | **5.3**: National Societies and the IFRC Secretariat adopt a comprehensive Protection, Gender and Inclusion (PGI) approach across operations and programmes. |  |
| SP5-VPI | Output | ***5.3.1:***National Societies’ operations, programmes and services provide dignity, access, participation and safety for all affected marginalized and excluded people  |  |
| SP5-VPI | Output | ***5.3.2:*** Systematic application by the secretariat of the agreed Minimum Standards for Protection, Gender and Inclusion in emergencies is promoted and supported |  |
| SP5-VPI | Output | ***5.3.3:***  People at risk or survivors of SGBV are better supported by National Societies and IFRC with an increased capacity to prevent, respond, mitigate risks of SGBV through the coordinated development of programming standards and tools  |  |
| SP5-VPI | Output | ***5.3.4:*** People at risk or survivors of trafficking in persons or other forms of exploitation are better supported by National Societies and IFRC |  |
| SP5-VPI | Output | ***5.3.5:***People with disabilities are included in, and able to access IFRC and National Societies’ programmes and services |  |
| SP5-VPI | Output | ***5.3.6:*** Localized, participatory child protection programming is implemented by National Societies supported by the Secretariat |  |
| SP5-VPI | Output | ***5.3.7:***  Restoring Family Links (RFL) activities are mainstreamed into IFRC preparedness and response activities, respecting relevant aspects of Minimum Standards on PGI |  |
| SP5-VPI | Outcome | **5.4:** National Societies and the IFRC Secretariat lead by example and inspire others on gender and diversity |  |
| SP5-VPI | Output | ***5.4.1:*** National Societies are supported in their implementation of the new Gender and Diversity policy  |  |
| SP5-VPI | Output | ***5.4.2:*** National Societies and Secretariat promote the participation of people of all gender identities with diverse backgrounds in disaster- and emergency-response teams, and engage community members, in particular women and gender minorities, in decision-making about disaster risk management |  |
| SP5-VPI | Output | ***5.4.3:*** Practical measures are put in place which ensure equitable opportunities for career development within all areas of support from the IFRC to National Societies  |  |
| E1-Engaged | Outcome | **6.1:** National Societies and the IFRC Secretariat have strengthened their engagement with partners within and outside the network in order to work collectively on the key challenges facing communities  |  |
| E1-Engaged | Output | ***6.1.1:*** IFRC Secretariat supports country-level planning processes for all involved IFRC network actors to ensure alignment with the goals of the National Society of that country  |  |
| E1-Engaged | Output | ***6.1.2:*** National Society networks on key themes at the regional and global levels have stronger visibility and adequate resources  |  |
| E1-Engaged | Output | ***6.1.3:*** IFRC Secretariatstrengthens its cooperation with regional and global reference centres, including through delegation of greater “shared leadership” responsibility |  |
| E1-Engaged | Output | ***6.1.4:*** IFRC Secretariat assists and accompanies interested National Societies to substantially widen their involvement and leadership of civil society and other coalitions at the national and local levels |  |
| E1-Engaged | Outcome | **6.2.**  National Societies and the IFRC network have a strong public profile and are effective advocates, influencing both public behaviour and policy change at the domestic, regional and global levels.  |  |
| E1-Engaged | Output | ***6.2.1:*** National Societies are supported with communications and public advocacy resources and advice to increase their impact, public trust and understanding of their role and activities  |  |
| E1-Engaged | Output | ***6.2.2:*** Key representatives of humanitarian and development agencies and of relevant ministries in each country are well informed about the role and activities of NS and the IFRC network |  |
| E1-Engaged | Output | ***6.2.3:*** National Societies are supported and accompanied as needed to strengthen their auxiliary role, positioning and voice in humanitarian and development fora. |  |
| E1-Engaged | Output | ***6.2.4:*** National Societies are supported with opportunities for training and peer support in skills, data literacy and strategy development related to influencing. |  |
| E1-Engaged | Output | ***6.2.5:*** The Secretariat supports vibrant global and regional networks of National Societies to inform and drive collective humanitarian diplomacy efforts. |  |
| E1-Engaged | Output | ***6.2.6:*** Persuasive evidence, particularly with National Society-derived data and experiences, is developed for HD and public influencing. |  |
| E1-Engaged | Output | ***6.2.7:*** The IFRC network builds its leadership in key areas of humanitarian and development policy, and influences decisions and outcomes in intergovernmental forums  |  |
| E1-Engaged | Output | ***6.2.8:*** National Societies are provided with simple and affordable tools and advice to ensure that programming and communication aimed at public behaviour change (in public health, resilience, inclusion, etc.) are informed by science and data-informed approaches (e.g. “nudge theory”) and integrated with CEA initiatives. |  |
| E1-Engaged | Outcome | **6.3:** The IFRC network is using innovative and transformative approaches to better anticipate, adapt to and change for complex challenges and opportunities. |  |
| E1-Engaged | Output | ***6.3.1:*** Competency, vision and skills at innovation, adaptive and transformational leadership are among the key criteria for the selection of new leaders. |  |
| E1-Engaged | Output | ***6.3.2*:** Leadership is supported by development opportunities that enhance their capacity in anticipation and to drive agility, innovation and transformation |  |
| E1-Engaged | Output | ***6.3.3*:** Leadership promotes a culture within the IFRC network that encourages experimentation with new approaches, greater collaboration in problem solving and greater but informed tolerance of risk. |  |
| E1-Engaged | Output | ***6.3.4:*** Organisational strategies, plans and policies prioritise innovation and change and, leadership is accountable for driving systems and cultural change |  |
| E1-Engaged | Output | ***6.3.5:*** National Societies are supported to connect with each other to collaborate on changing systems across the network that affect them all. |  |
| E1-Engaged | Output | ***6.3.6*:** Processes are in place to more quickly mainstream innovation that has proven successful, driven by collaborative teams of senior leadership. |  |
| E1-Engaged | Output | ***6.3.7:*** Greater investment is made into foresight and anticipation of emerging challenges and opportunities. These assessments form the basis of strategy, policy, risk assessments and operational planning. |  |
| E1-Engaged | Output | ***6.3.8:*** Community driven and local innovation is better sourced and supported to develop and enhance its impact |  |
| E1-Engaged | Output | ***6.3.9:*** There is greater collaboration with such as the private sector as well as new and non-traditional partners, on joint problem solving and innovation. |  |
| E1-Engaged | Output | ***6.3.10:*** There is increased investment, partnerships and collaboration focussed on research and development and on learning within and between the IFRC network |  |
| E1-Engaged | Output | ***6.3.11:*** Technical teams and volunteers (including youth) are incentivised and resourced to experiment with new approaches to their work.  |  |
| E1-Engaged | Outcome | **6.4**: The IFRC network undergoes a digital transformation |  |
| E1-Engaged | Output | ***6.4.1:*** Data use and bridging digital divide: NS and IFRC have the foundational IT digital systems to efficiently run and ensure accountability in their daily operations and are ‘data ready’ for engagement with their staff and volunteers, operational decision-making and business intelligence. Leaders use and understand data in their work, drawing on evidence and research to guide humanitarian action. |  |
| E1-Engaged | Output | ***6.4.2:*** Common data model: A common data model is developed across the Secretariat and network that spurs inter-operability  |  |
| E1-Engaged | Output | ***6.4.3:*** Standards and tools: National Societies are supported in their digital transformation by developing standards, tools and guidelines, and promote coordination of resources and capacities within the IFRC network  |  |
| E1-Engaged | Output | ***6.4.4*:** Enhance data protection: Data protection best practices and information security measures are adopted and implemented in ongoing and new operations. |  |
| E1-Engaged | Output | ***6.4.5:*** Inclusivity: Tools, programmes and services are designed to be inclusive of gender, diversity, language, and mobility in a digital age. |  |
| E1-Engaged | Output | ***6.4.6*:** Community: IFRC and NS put communities and volunteers at the center of all digital transformation goals. Design outputs and recommendations that are inclusive (design with), global, iterative, open, and flexible. This includes a privacy by design approach. |  |
| E1-Engaged | Output | ***6.4.7:*** Volunteer engagement: Appropriate, affordable volunteer platforms are supported and adopted by NS for their volunteers to register, engage, manage their relationship with NS, identify service opportunities, record their contributions, and share learning and insights. |  |
| E1-Engaged | Output | ***6.4.8:*** Resourcing: Prioritizing resources and skills to support digital transformation within every sector and within every level to support the rapid and inclusive digital changes.  |  |
| E1-Engaged | Output | ***6.4.9:*** Innovation: The ability to use data or digital technologies is encouraged and funded to test new and emerging techniques/ mitigate risks  |  |
| E1-Engaged | Output | ***6.4.10:*** Risks, Ethics and protection: All projects, programs, and staff are supported and equipped to manage the potential digital and data risks, ethical questions, and protection needs in a digital world. There is an evidence-base to inform IFRC network business and collective intelligence on digital risks to inform any proactive measures.  |  |
| E1-Engaged | Output | ***6.4.11*:** Digital Responsibility: Cyber security risks, information security, and impact are managed by applying an ethics and risk-based approach and by raising digital risk awareness. |  |
| E2-Accountable | Outcome | **7.1:** The IFRC secretariat is working as one organization globally, delivering what it promises to National Societies, volunteers and leveraging the strength of the communities with which they work as effectively and efficiently as possible. |  |
| E2-Accountable | Output | ***7.1.1:*** IFRC secretariat develops the talent of staff at all levels |  |
| E2-Accountable | Output | ***7.1.2:*** IFRC has a strong culture on gender, diversity and inclusion both at an institutional level and in the way humanitarian operations are carried out, including mechanisms for monitoring and improvement  |  |
| E2-Accountable | Output | ***7.1.3:*** Financial resources are safeguarded and managed effectively, efficiently and transparently |  |
| E2-Accountable | Output | ***7.1.4***: IFRC Secretariat develops an effective management framework with transparent and inclusive processes that are understood by all stakeholders |  |
| E2-Accountable | Output | ***7.1.5***: The IFRC has organizational risk management across the global network, addressing risk management culture at all levels, with a clear link to accountability and quality assurance |  |
| E2-Accountable | Output | ***7.1.6:*** A strategy and a plan of action, are developed to mitigate the risk of fraud and corruption, sexual harassment, exploitation and abuse, within the IFRC Secretariat and National Societies |  |
| E2-Accountable | Output | ***7.1.7:*** IFRC Secretariat ensures that its web-based systems are accessible at all levels and a new web-based system supports globally integrated processes for finance, PMER, HR, logistics and PRD (ERP). |  |
| E2-Accountable | Output | ***7.1.8:*** Improve systems and approaches that foster enhanced coordination which effectively contributes towards implementation of programmes and service delivery in an accountable manner. |  |
| E2-Accountable | Outcome | **7.2**: The IFRC Secretariat has renewed partnership with its members and develops a new financing architecture to increase financial resources for the benefit of National Societies. |  |
| E2-Accountable | Output | ***7.2.1***: IFRC secures increased unearmarked funding in partnership with National Societies, to reduce its dependency on programme funding. |  |
| E2-Accountable | Output | ***7.2.2***: IFRC develops multi-year and sustainable partnerships in partnership with different stakeholders and partners (multilateral partners, IFIs, international private sector, NSs, etc.) for the benefit of NS programming including securing funding only available to international organizations, and piloting innovative and social financing partnerships and digital global fundraising campaigns to mobilize resources. |  |
| E2-Accountable | Output | ***7.2.3***: The IFRC Secretariat expands the provision of resources to National Societies to invest in NSD, through mechanisms such as the National Society Investment Alliance, the Capacity Building Fund, and the Empress Shôken Fund and other innovative approaches to funding NSD. |  |
| E2-Accountable | Output | ***7.2.4:*** IFRC Secretariat generates global fundraising business insights for the secretariat and the membership, manages a global platform for fundraising knowledge sharing and a mechanism for investment in National Societies’ resource mobilization development in emerging markets, with the Virtual Fundraising Hub. |  |
| E2-Accountable | Output | ***7.2.5***: The IFRC Secretariat ensures quality and timely delivery in line with commitments to donors on implementation and reporting to donors, for funds channelled through the Secretariat, with clear distribution of roles and responsibilities. |  |
| E3-Trusted | Outcome | **8.1**: The IFRC Secretariat effectively supports National Societies in their development to become the trusted partner of choice for local humanitarian action with the capabilities to act in the global network. |  |
| E3-Trusted | Output | ***8.1.1***: National Societies assess their development needs, revise their legal base (including amending statutes) and through strategic and development plans better address sustainability of their services |  |
| E3-Trusted | Output | ***8.1.2:*** National Societies strengthen the global distributed networks of branches, ability to co-design activities tostrengthen local action via communities of practice and supported by a global virtual platform. |  |
| E3-Trusted | Output | ***8.1.3:*** National Societies improve their financial sustainability through investment in its three pillars (accountability and systems development; resources mobilization; vision and mandate). |  |
| E3-Trusted | Output | ***8.1.4:*** National Societies align all external support in NSD to their priorities and development plans in line with the principles of the NSD Compact |  |
| E3-Trusted | Output | ***8.1.5:*** National Societies adopt guidelines, tools and mechanisms (including fraud and corruption policy, PSEA policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks |  |
| E3-Trusted | Outcome | **8.2:** IFRC network prioritises volunteering development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts.  |  |
| E3-Trusted | Output | ***8.2.1:*** Youth, volunteers and young community-based drivers of change contribute to decision-making, innovation and strengthening the domestic network |  |
| E3-Trusted | Output | ***8.2.2***: Needs of young people from all backgrounds are well understood by leadership and are accurately reflected in National Societies’ strategic and operational plans and programme delivery |  |
| E3-Trusted | Output | ***8.2.3***: Volunteer base (from those delivering services to governance levels) reflects the diversity of communities, with attention to gender, local languages and cultures, marginalized groups and also influential members of communities and institutions |  |
| E3-Trusted | Output | ***8.2.4:*** Strengthened mechanisms protect volunteers, promote psychosocial wellbeing and provide greater support to those killed or injured in the line of duty, and their families |  |
| E3-Trusted | Outcome | **8.3:** The IFRC network steadily renews its leaders to foster a more diverse leadership embodied in increased volunteer and youth involvement, gender parity and equitable geographic representation. |  |
| E3-Trusted | Output | ***8.3.1***: The talent management strategy is implemented to identify and promote professionals to foster age and gender equality, diversity and cultural and geographic inclusion |  |
| E3-Trusted | Output | ***8.3.2:*** Thenew generation of leaders programme provides technical support (between peers and from the Secretariat), training and mentoring |  |
| E3-Trusted | Output | ***8.3.3:*** Systematic intergenerational dialogue reduces generation gaps within the IFRC network |  |
| E3-Trusted | Outcome | **8.4:** Membership Coordination is a core part of the IFRC Secretariat’s work and has led to a changed mindset within the Secretariat under the new Federation-wide approach, resulting in greater trust from the membership and greater efficiency and effectiveness of our humanitarian actions |  |
| E3-Trusted | Output | ***8.4.1***: Membership coordination is enhanced based on an overarching strategy, practical tools and regional/ country coordination positions |  |
| E3-Trusted | Output | ***8.4.2***: IFRC-wide membership emergency appeals are implemented, and country plans are created based on host National Societies’ strategies and plans |  |
| E3-Trusted | Output | ***8.4.3:*** Membership coordination mechanisms, including shared leadership initiatives and country support mechanisms for peer support to National Societies, are implemented |  |
| E3-Trusted | Outcome | **8.5:** The IFRC will deliver on its priorities for Movement Coordination and Cooperation, as established in the Council of Delegates meeting in 2019. |  |
| E3-Trusted | Output | ***8.5.1***: The IFRC will implement the workplan for SMCC 2.0 with strong engagement of National Societies and wider IFRC participation. |  |
|  | Output | ***8.5.2*:** The IFRC will facilitate a review of the Seville Agreement and Supplementary Measures. |  |
| E3-Trusted | Outcome | **8.6:** People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the Red Cross and Red Crescent to serve their best interest |  |
| E3-Trusted | Output | ***8.6.1:*** The IFRC Secretariat supports the IFRC network to integrate the six Movement commitments for community engagement and accountability |  |
| E3-Trusted | Output | ***8.6.2:*** The IFRC Secretariat supports the IFRC network to strengthen engagement with and accountability to communities through integrating mechanisms for communication, participation and feedback andcomplaints within programmes and operations |  |
| E3-Trusted | Output | ***8.6.3:*** The IFRC Secretariat strengthens understanding of and capacity to implement community engagement and accountability approaches across the Movement, at all levels from programme and operations staff to senior leadership. |  |
| E3-Trusted | Output | ***8.6.4:*** The IFRC Secretariate integrates community engagement and accountability into IFRC Secretariat and National Society strategic and annual plans, policies, guidelines, and operating procedures so it becomes a standard approach for all staff and volunteers. |  |
| E3-Trusted | Output | ***8.6.5:*** The IFRC Secretariat supports the IFRC Network to adapt a Community Engagement and Accountability performance measurement framework, with clear benchmarks, ensuring consistency and alignment with international commitments, such as the Core Humanitarian Standard for Quality and Accountability. |  |
| E3-Trusted | Output | ***8.6.6:*** The IFRC Secretariat more systematically collects, analyses and shares evidence demonstrating the impact of stronger engagement with communities on programme and operational quality |  |
| E3-Trusted | Output | ***8.6.7:*** The IFRC Secretariat Improve coordination and communication among Movement members that are supporting community engagement and accountability efforts at country, regional and global level  |  |
| E3-Trusted | Output | ***8.6.8:*** The IFRC Secretariat establishes a global ‘Trust Index’ to measure the degree of satisfaction of communities, of the membership on IFRC, and on the trust of our collective and individual services.  |  |
| E3-Trusted | Output | ***8.6.9:*** National Societies are supported with technical guidance on PGI and CEA that is complementary and coordinated |  |

1. A separate list of indicators for the results at outcome and output level is also available [↑](#footnote-ref-2)