

IFRC

# PLAN AND BUDGET 2021-2025

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## Introduction

Since the adoption of the IFRC [Strategy 2030](#) by the 2019 General Assembly the world has experienced a global shock with the outbreak of COVID-19 pandemic. While the full impact of this outbreak is still unfolding and more people seek assistance from the Red Cross and Red Crescent, the relevance of our network<sup>1</sup> is gaining renewed recognition, and it is becoming increasingly clear that National Societies and the IFRC Secretariat need to adjust their business models and adapt to new ways of working.

COVID-19 is having an impact on the health and well-being of people; it is negatively affecting the socio-economic situation of hundreds of millions of people. Existing conditions of marginalization and exclusion have been exacerbated by COVID-19, pushing an estimated 71 to 100 million people into extreme poverty and adding an additional 176 million people into poverty.

Concurrent with the impacts of COVID-19, the planet continues to be affected by a profound climate crisis that is impacting vulnerable communities under threat of meteorological events that are growing in scale, magnitude and intensity. Vulnerable people in urban and rural communities are left to the mercy of the consequences of hazard events. The need to act in this crisis is more urgent than ever before.

The IFRC has been leading the effort with its National Societies in each country strengthening their network of local branches, and increasing institutional resilience to better engage with local communities. The benefits of this effort have been visible during the COVID-19 response when the role of local actors such as the Red Cross and Red Crescent National Societies was fundamental to reach people in need. Further investment in this key role of National Societies to work with communities and enable conditions of resilience building is equally needed to address the effects of the climate crisis on our planet.

This Plan and Budget 2021-2025 has a stronger focus at the country level while ensuring global coherence, and consistency of action. It outlines future actions to ensure that local community's resilience to shocks is addressed through greater mitigation, prevention, early warning and early action and through more effective preparedness to improve the IFRC readiness to the enormous challenges ahead. It also delineates transformational change in the way that the IFRC Secretariat 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 the collective humanitarian impact.

This Plan and Budget 2021 -2025 is grounded in Strategy 2030 and further based on the Agenda for Renewal, which articulates how the IFRC Secretariat sees its role in the implementation of Strategy 2030. Whilst this document presents what the IFRC Secretariat plans to achieve by 2025, readers are encouraged to consult the detailed annual operational plans of the IFRC Secretariat to understand how, and through what means, the strategic aims and enabling actions presented within this document will be achieved at the global, regional and country level.

## Purpose

This document is written in accordance with the Constitution and Financial Regulations of the IFRC. More specifically the Plan and Budget defines the framework that guides decision making, prioritization and resource allocation for 2021-2025. The attachments include the financial requirements and the results matrix.

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<sup>1</sup> In this document **IFRC** refers to the international organization created by National Societies as an independent legal entity separate from its National Societies, **IFRC Secretariat** refers to the executive arm of the IFRC, based in Geneva and with regional, country cluster and country offices. **IFRC network** is a collective term meaning the IFRC and its member National Red Cross and Red Crescent Societies.

# Operationalizing IFRC Secretariat Strategic Plan

In its Strategy 2030, the IFRC network has agreed to focus its work on five interrelated global challenges. They represent the most pressing existing and emerging risks that confront our network and will require committed local action to manage them and drive positive global change:

1. Climate and environmental crises
2. Evolving crises and disasters
3. Growing gaps in health and well-being
4. Migration and Identity
5. Values, power, and inclusion.

This calls for an **Agenda for renewal** that better positions the IFRC Secretariat for more focus on National Society Development, effective global coordination and leadership to ensure that the IFRC network addresses these challenges and seeks to transform itself. The Agenda for Renewal aims to position the IFRC Secretariat as an organisation that is:

**Focused on five strategic priorities.** The IFRC is recognized as a community-based, cost-effective, and innovative leader in addressing the five global challenges. It can leverage its strong and diverse network of volunteers of all ages to support "first mile" communities and people affected before, during and after crises and shocks.

**Engaged, with renewed influence, innovative and digitally transformed with greater emphasis on National Society Development.** The IFRC is actively engaged in partnerships to define and re-shape humanitarian and development agendas, further expand in its advocacy work and will be able to rapidly induct new technologies and innovations to the mainstream of our organisation.

**Accountable, with agile and efficient management with greater emphasis on National Society Development.** The IFRC is recognized as an accountable organization based on Red Cross and Red Crescent Fundamental Principles, and it operates with transparency. A renewed partnership with National Societies recognizes the strength of a coordinated Federation-wide approach and the need for a new resourcing architecture of the IFRC Secretariat, thus enhancing our level of accountability.

**Trusted, owned and valued by the membership with greater emphasis on National Society Development.** The IFRC network, leveraging its local knowledge and expertise, is trusted, owned and supported by its membership, and it strives for strengthened and transformed membership coordination and mutually respectful cooperation and coordination within the broader Red Cross Red Crescent Movement, to function better together as a global network of local actors, and as the partner of choice for community resilience.

## Strategic Priorities for 2021-2025

The IFRC Secretariat will increase the share of consistent and reliable Red Cross Red Crescent action in support of most vulnerable people and communities. IFRC has the leadership, institutional capacities, tools, resources and mechanism to help uplift the humanitarian and development work of the National Societies and is recognized as an integral actor in building community safety and resilience.

### 1. Climate and environmental crises

The focus will be on reducing the current and future humanitarian impacts of climate and environmental crises and supporting people to adapt and thrive in the face of it. This means climate adaptation and mitigation are high on our collective agenda, integrating climate risk management across all programmes, operations and advocacy.

Climate change is a humanitarian emergency, threatening human survival now and in the long term. In 2019 alone, climate change was implicated in over 15 disasters causing over US\$1 billion worth of damage each and countless smaller ones with equally devastating impacts on local communities. Our research reveals that humanitarian needs could double to 200 million people needing life-saving assistance by 2050, by a [conservative estimate](#). The people who suffer the most are – and will continue to be – the world's poorest, most vulnerable to shocks and stresses and most exposed: those who do not have the resources to protect themselves from disasters and who, more often than not, live in areas where climate impacts like floods, droughts and storms hit hardest. Climate risks are compounded by environmental degradation, over-exploitation of natural resources and biodiversity loss, unequal development, rapid and unplanned urbanization, pollution, conflict and displacement, and now the global COVID-19 pandemic.

The science is clear. The frequency and severity of extreme weather events have increased and will continue to do so, together with more uncertainty. Longer-term impacts of climate change, such as rising temperatures, sea level rise (and the threat it poses to coastal cities and small island developing states) growing desertification and environmental degradation (including biodiversity loss) are increasingly being felt. In addition, the impacts of climate change on all IFRC's areas of programming are mounting. Adverse human behaviour towards the environment, a culture of consumption and growing energy demands (driven by population growth and development) will continue to propel climate change and environmental degradation and further exacerbate existing risks. Additionally, among the long-term risks of concern are climate tipping points (for instance, the switching off of the Atlantic thermohaline circulation) that are expected to lead to severe and cascading impacts on the environment and climate system.

National Societies are present in communities before, during and after emergencies, accustomed to identifying local solutions to local needs and supporting community mobilization, and auxiliaries to their governments. This makes the IFRC network well placed to implement climate and environment initiatives seeking to make a difference "on the ground", in the most at-risk communities ("the first mile") and with a specific focus on those most vulnerable to shocks and stresses. However, we must ensure our National Societies are supported and have the skills to work with communities, in particular youth, to mobilise to address the climate and environmental crises, empowering them to identify and implement their own locally-led solutions, and to inspire others, including governments and the private sector, to do their part. As the world continues to respond to and recover from the health and socio-economic impacts of COVID-19, our humanitarian perspectives will also be increasingly important to ensure existing programs and commitments in the COVID-19 response reduce existing and emerging risks, and promote sustainable, inclusive and resilient growth and development.

The IFRC set out its vision to scale up our climate action through the Movement Ambitions to address the Climate Crisis, and at the 33rd International Conference during which it committed to a pledge to scale up our climate change adaptation and resilience work, reduce our carbon footprint and lead the process of developing a new Climate and Environment Charter to improve the practice of the broader humanitarian sector.

The focus of this strategic priority will be to translate those commitments into action. It sets out how the Secretariat will catalyze, capitalize on and leverage the IFRC network to scale up efforts to reduce the current and future humanitarian impacts of climate and environmental crises and support people to adapt in the face of them, while at the same time reducing our environmental impact to enable more sustainable and effective programmes and operations. We will seek to maximize the impact and reach of our network by enhancing collaboration with National Societies and strengthening engagement with our volunteer network, particularly youth. To achieve this, we will work on enhancing National Societies'

capacities, skills, expertise and actions to address this existential threat to communities around the world. Engagement with pertinent local actors will also be more relevant than ever to advance adaptation and mitigation measures.

While this strategic priority is entitled “Climate and Environmental Crises”, they are not entirely separate crises, nor are they entirely the same. The environmental crisis describes the sum of the current environmental problems, which includes climate change but also the degradation of soil, land, water and other natural resources.

This priority should not be viewed in isolation from our other strategic priorities. Rather, it seeks to generate systemic and transformational change in the way we address the other strategic priorities and work more generally. We will integrate climate and environment across all our programmes, operations and advocacy, ensuring that all our work is “climate smart” (i.e. that it uses available weather forecasts and climate science to enable people to anticipate, absorb and adapt to climate shocks, and limits its climate and environmental impact).

In seeking to reduce the vulnerability and exposure of communities to the impacts of climate change, the IFRC Secretariat will work to support National Societies to pursue the following outcomes:

**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.

*To achieve this outcome, the IFRC Secretariat will:*

- Ensure its staff and National Society staff and volunteers have the knowledge, capacity and resources to serve as agents of change and mobilise urgent action to adapt to the climate and environmental crises.
- Support National Societies 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.
- Ensure its staff and National Societies systematically integrate and anticipate short- and longer-term impacts of the climate and environmental crises into their programmes and operations to help communities absorb, adapt and transform to climate change.
- Support National Societies to innovate and work on new types of programmes that contribute to reducing the impacts of the climate and environmental crisis and prevent further degradation of the environment.
- Support National Societies 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.
- Support National Societies 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.

**Outcome 1.2:** IFRC Secretariat and National Societies adopt environmentally sustainable practices and contribute to climate change mitigation.

*To achieve this outcome, the IFRC Secretariat will:*

- Support National Societies 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.
- Ensure that the IFRC Secretariat and National Societies reduce their carbon footprint, promote environmentally sustainable practices in their offices and implement their environmental policies.

- Identify, avoid, reduce and mitigate adverse environmental impacts resulting from humanitarian response and long-term programmes and mainstream green response into all Red Cross Red Crescent systems and practices.
- Support National Societies to promote environmentally sustainable practices in communities.

#### **Targets by 2025:**

National Societies in the **20 countries most at-risk of heatwaves** have supported the development of **new or improved heatwave early warning early action** systems in their countries, with a focus on urban areas.

A **majority** of National Societies **implement nature-based solutions** focused on reducing disaster risks and adapting to and mitigating climate change (baseline and target to be established in 2021).

**Greenhouse gas emissions** from IFRC's activities and its humanitarian supply chain are measured and **reduced by 20%** compared to 2021 (baseline to be established in 2021).

**100%** of relevant IFRC Operational Plans and Emergency Appeals are **climate smart** (75% by 2023).

## **2. Evolving crises and disasters**

The focus will be on preparedness and readiness to respond to shocks, enhancing community risk reduction and resilience. It includes early warning, early action and anticipation to mitigate risks from multi-hazards affecting the lives, the livelihoods, homes and living conditions of vulnerable communities and the most disadvantaged and hard to reach.

This Strategic Priority outlines the collective impact of Red Cross and Red Crescent across all sectors and areas of work. Whilst the ambitions and results are focused on high level outcomes – such as people reached and resources mobilized – reaching this vision depends upon expertise and dedicated effort across the IFRC Network. This includes (but is not limited to) operations management, shelter and shelter cluster coordination, health and pandemic preparedness, national society preparedness, humanitarian diplomacy, livelihoods, civil military coordination, cash, health and WASH, disaster risk reduction, disaster law, green response, recovery, protection, gender and inclusion.

The IFRC network is unique: it is grassroots and locally-led, backed up by a powerful international support system. The goals of this plan reflect the combined efforts of the IFRC secretariat, operating national societies, partners and supporters. Almost invariably, our work in this area reflects the experience, approaches and combined effort of the entire global network – even when the work being carried out is a simple intervention by a village volunteer.

Humanitarian crises and disasters are predicted to become more common and complex, more concentrated, more dynamic, and more costly. IFRC is committed to strengthening the ability of populations to cope with new and evolving crises and disasters as well as reduce their risks, and recover from the primary and secondary impact of COVID-19. This section is intrinsically linked with – and complementary to - *Strategic Priority 1 Climate and Environmental Crises*, and *Strategic Priority 3 Growing Gaps and Health and Wellbeing*.

**More common and complex:** Disasters are predicted to increase due to extreme weather events and climate/environmental disruptions, against the backdrop of COVID-19. Protracted crises continue to have a high impact at the global level and remain the main driver of humanitarian assistance worldwide. Millions of people will be affected by complex and compounding emergencies with multiple factors that affect large parts of the population with food insecurity, disease outbreaks and large population movements. Humanitarian assistance and resilience efforts continue to confront the effects of

militarisation, politicisation and disinformation. In this century, the work of trusted local responders and humanitarian principles of the International Red Cross and Red Crescent Movement are indispensable.

**More concentrated:** Disaster and crises are significantly more deadly in fragile settings. By 2030, almost half of the world's poor people are expected to live in countries affected by fragility and conflict. The people least able to cope with disasters will be the most affected, compounded by a lack of risk-informed sustainable development strategies, poor governance and constraints to humanitarian access.

**More dynamic:** Beyond traditional drivers of disaster and crises, increasing global interdependence, rapid and unplanned urbanization, rapidly changing climate, environmental degradation and reliance on technology brings new risks and vulnerabilities. This includes potentially unforeseen cyber and digital threats, economic shocks, social upheaval, protracted displacement and pandemics.

**More costly:** The human cost is higher, as well as the cost of providing assistance in such complex environments. Expanding urban areas, particularly fast-growing dense informal settlements, increase hazard exposure and vulnerability. The combination of common, concentrated and complex events can compound disaster impacts. The cost is often highest for women and people with disabilities, those in the informal economy and other marginalized groups including those who often have no access to social safety nets including insurance coverage.

Within this changing and challenging global context, the IFRC will support National Societies to:

1. Be there at the **right time** – ensuring our agility by investing before an event in disaster risk reduction, preparedness, coordination and climate adaptation, and integrating these across all areas of our work. We will work to ensure that we can always be in the **right place** – effectively using technology and innovation to anticipate risks and disasters and provide proactive early action and predictive financing.
2. Work together to make sure that we have the **right capacity** – efficiently coordinating across our local, regional and global networks to ensure we can prepare and respond to increasing humanitarian demands, and optimising locally-led humanitarian action. We will continue to develop the right skills – building the capabilities needed to better understand and respond to our increasingly complex humanitarian environments: more digital, urban, protracted, and technological. IFRC will continue to improve its global response tools, in order to best complement National Societies' response capabilities and support needs.
3. Take the **right actions** – reducing risk, responding and promoting recovery from the most serious situations of humanitarian need, in a neutral and impartial manner. We uphold professional and technical standards to ensure the best quality of support for vulnerable and affected populations, and do no harm. We strive for value for money: effectiveness, efficiency, economy and equity. This also means striving to better coordinate with other humanitarian actors, civil society, the private sector, and leveraging our leadership of the Global Shelter. We will engage with national, regional and sub-regional coordination mechanisms and state actors – including militaries and civil protection actors. We link the humanitarian responses of National Societies to their long-term programming as well as their auxiliary status to public authorities. Response operations provide an opportunity, especially during the recovery phase, to contribute to long-term aims including risk reduction, climate action, environmental sustainability, protection, gender equity and inclusion and stronger and well implemented disaster laws.
4. Maintain the **right focus** – supporting affected people, communities and local actors to lead preparedness, early action, response and recovery efforts – increasing resilience and continuously promoting ethical and people-centered approaches. We support community-led programming while protecting and preserving the rights of all people: to dignity, access,

participation and safety (DAPS). This means the integration of local needs, voices, and perspectives into the design, planning, implementation, monitoring, and exiting of programmes and operations. We will pursue humanitarian diplomacy in global decision-making fora on behalf of people in need and ensure that all humanitarian activities implement a 'green response' from supply chain to community impact, with minimal ecological footprint (see Strategic Priority 1). We will continue the shift to response models that are localised and more integrated: local actors and communities are leaders and equal partners in humanitarian action. This is an essential priority that is pivotal to operational excellence, building acceptance and trust, contributing to long-term community resilience and collective commitment to expedite the localisation agenda for effective outcomes.

The IFRC Secretariat will work to support National Societies to pursue the following outcomes:

**Outcome 2.1:** Communities take action to increase their resilience to evolving and multiple shocks and hazards.

*To achieve this outcome:*

- IFRC support National Societies' capacity to strengthen community preparedness and readiness to respond to shocks. This capability will address the many complex situations confronting vulnerable people today, including sudden-onset, seasonal, human-induced and protracted crises.
- IFRC will strengthen the agency of people most at risk through systematic, anticipatory community-driven disaster risk management that is climate smart.
- National Societies will work with communities to strengthen early warning and early action in the face of heightened risks, and prevent new risks.
- IFRC will strengthen National Societies capacity to mitigate existing risks from the multiple shocks and hazards affecting the lives, livelihoods, homes and living conditions of vulnerable communities, the most disadvantaged and hard to reach. Communities will be supported to develop resilient livelihoods.
- National Societies will work with community-based networks in urban and rural settings and with civil society via municipal authorities, schools and health care providers.
- With key stakeholders IFRC will reduce local hazard exposure and vulnerability to disaster, increase preparedness for early action, response and recovery, and thus strengthen social cohesion and resilience.
- IFRC will improve the understanding of disaster-induced displacement as a specific risk that can be reduced or prevented, and better anticipate and prepare for different displacement scenarios in our preparedness and contingency plans.
- National Societies will further work with urban authorities on disaster risk management and ramp up efforts to thoroughly understand urban risk and systems to improve local resilience. This includes upholding the right to adequate housing: taking measures to avoid urban displacements due to lack of security of land and tenure right or forced evictions.

**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.

*To achieve this outcome:*

- An agile IFRC network will support communities with timely and appropriate support and assistance. This includes increasing the speed, efficiency and relevance of systems and approaches.
- IFRC will mobilise resources for emergency response, promoting the Red Cross and Red Crescent's strengths as fast, local, accountable and effective – positioning National Societies as a trusted and preferred partner.
- National Societies and IFRC will combine their experience and complementary capabilities to reinforce their local-to-global response capability. This will build upon the advances made through surge optimization and continuous improvement to global response tools.

- Response modalities will be respectful of dignity and safety and accompanied by appropriate technical assistance to bolster the choices of affected people. Cash and voucher assistance is the IFRC's preferred form of material assistance, as a responsive and flexible modality that promotes human dignity, choice and community resilience.
- National Societies and the IFRC will continue to learn from – and adapt to – the COVID-19 experience and its secondary impacts. This will mean adjusting to new realities, ensuring that operations are COVID-safe for affected communities and personnel, and building back better.
- We will systematically integrate steps to support people hardest to reach into appeals and response plans – including an improved approach for protracted crises.
- Red Cross and Red Crescent will become confident, relevant and well-positioned for urban response, able to intervene at community and systemic levels to enable effective and lasting solutions to urban challenges.
- The IFRC will intensify efforts to promote resilient and adaptive livelihoods, livelihoods recovery and food security.
- Plan of actions will be evidence based through a continuous multisectoral needs assessment cycle, that includes needs and activities monitoring, seeking out people most in need and adequately value the preferences of affected people themselves when planning the response.
- IFRC will leverage its leadership position in the Global Shelter Cluster for improved coordination, stronger policies and standards across the sector, and better support for affected people in their recovery.
- Crisis and disaster responses will ensure that minimum standards for protection, gender and inclusion are met across all sectors. This means that people of diverse ages, genders, disabilities, ethnicities, socio-economic status and sexual orientation will be consulted and provided opportunities to support the design, implementation and monitoring of activities that affect them.
- IFRC and National Societies will influence civil-military consultation and sub-regional civil protection platforms for greater collaboration, cooperation and enhanced humanitarian outcomes that comply with our Fundamental Principles.

**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.

*To achieve this outcome:*

- IFRC will bolster strong locally-led action as the most effective and efficient way to save lives and put in place conditions for early recovery and contribute to the resilience of communities. Together, IFRC and National Societies will reinforce this action through key domains of localisation and shared leadership: partnerships, leadership, capacity, coordinated and complementary efforts, funding, participation, policy influence and advocacy. IFRC will support National Society institutional resilience and capability, to ensure preparedness and readiness to respond to shocks.
- The IFRC Network will scaffold and complement National Society institutional capability to respond to shocks as locally as possible and as globally as necessary. To achieve greater collective impact, National Societies and IFRC will reinforce their local-to-global response capability. This capability must address the many complex situations confronting vulnerable people today, including protracted and urban crises.
- IFRC will engage in continuous improvement of the global response tools, to reinforce the role of local actors and ensure relevance in today's complex and dynamic context. This includes rapid response mechanisms to provide remote and in-country support, and support frameworks including planning tools and financial procedures.
- Special emphasis will be placed on leveraging the right information for decision-making through timely needs assessments and operational learning, including further development of global and local tools that support information management and utilization of pre-crisis and in-crisis data.
- National Societies will continue to scale up cash- and voucher-based assistance.
- National Societies' advocacy role will be encouraged, to act as the voice of people, advocate for their rights, access, inclusion and change of practice.

## **Outcome 2.4:** National Societies expand their leadership in the field of Disaster Law.

*To achieve this outcome:*

- IFRC will scale up leadership, research and advocacy in the field of disaster law: applying 20 years of experience in disaster law to make communities safer, facilitate humanitarian assistance and improve the protection and inclusion of the most vulnerable when faced with crisis.
- National Societies will leverage their auxiliary role and influence regional, national and subnational processes. As a result, governments and partners will work together to revise and strengthen laws and policies for climate, disaster risk management and emergency preparedness and response, including for public health emergencies.
- Through disaster law and wider legislative advocacy work, National Societies will clarify and formalise their auxiliary role in domestic laws and policies (see outcome 2.3), and enhance their advocacy capacity to more confidently influence authorities and partners for positive legal and social change.

### **Targets by 2025:**

**Support and engage 50 million people** per year to reduce and mitigate disaster risks, increase their community resilience and prepare for response and recovery – including early action and forecast-based financing

**Reach 50 million people** per year with support services, in-kind, cash and voucher assistance for emergency response and recovery (50% of assistance in the form of cash by 2025)

**Engage 100 National Societies** in preparedness and capacity building processes by 2025 (such as preparedness for effective response- PER, cash preparedness, logistics)

Mobilize **500 million Swiss francs per year** through IFRC mechanisms for National Society responses to crises and disasters (including 100 million via the DREF)

Coordinate **100 National Societies to support disaster and crisis response** outside their own territory, with finance, personnel, technical, material assistance or equipment.

Support **30 governments** to adopt new legal instruments related to disaster law.

## **3. Growing gaps in health and wellbeing**

The focus of this strategic priority will be on ensuring that all people have safe and equitable access to health, water, sanitation and adequate living conditions. This means expanding integrated community-based health, care and first aid as well as water, sanitation, and hygiene programmes to address the unmet needs of vulnerable or marginalised groups. This also includes significantly investing in epidemic and pandemic preparedness, and specifically local actors, networks and volunteers as community-based responders able to detect and respond to disease outbreaks and other health risks.

To achieve this, the IFRC Secretariat will support National Societies to expand the scale and quality of their health and water, sanitation and hygiene services at the community level in both emergency and non-emergency settings.

Global indicators concerning the health and wellbeing of communities around the world have shown significant improvements on average in recent decades. People live longer than ever before; maternal and child mortality rates show vast improvements. However, progress in health and wellbeing remains uneven – key global health trends, including changing demographics and disease patterns, urbanisation, emerging and re-emerging infectious diseases, the impact of COVID-19, climate change and the

unprecedented number of people on the move are all exacerbating global health risks and adversely affecting the well-being of individuals, families and communities. The COVID-19 pandemic clearly shows how health gains can be quickly lost and how new diseases can jeopardise the physical, mental and social wellbeing of communities all over the world within a short timeframe.

Underlying vulnerabilities, stigma and inequalities within and across communities continue to push already vulnerable and marginalised people into even more precarious states of poverty and ill-health. These groups are 'first mile' communities: the 50% of the world's population who do not have access to essential health services; the 100 million people who are pushed into extreme poverty every year because of catastrophic health expenditures; the 780 million without access to safe water and the 2.5 billion without adequate sanitation; the 500 million women and girls that lack adequate facilities for safe and dignified menstrual hygiene management; the 19.7 million children under the age of one who do not receive life-saving vaccines; and the many millions of women denied the necessary sexual and reproductive health information and services crucial to protecting their health, wellbeing, human rights and dignity. It is these and many other sobering statistics that provide the context to the IFRC's work in addressing 'Growing gaps in health and wellbeing' and which drives our collective work to ensure access to quality health and water, sanitation and hygiene (WASH) services for all.

The IFRC Secretariat's health and care approach, which is inclusive of WASH, is presented in the IFRC Health and Care Framework 2030 approved by the Governing Board in July 2020. The IFRC Health and Care Framework 2030 aligns and complements Strategy 2030: it outlines the agenda for change in health and care for the 192 National Societies and the IFRC Secretariat over the coming decade and links the work of all National Societies to the Universal Health Coverage agenda. The Framework focuses on supporting National Societies in their delivery of community-led, people-centered interventions in all contexts, inclusive of emergency and non-emergency settings, and low-income/fragile settings as well as in middle- and high-income countries. This universal agenda is built on the recognition that health and WASH interventions will only be effective when they are relevant, contextually appropriate and co-owned by affected populations and when two-way trust between providers and affected populations is established and respected. The IFRC Secretariat's health and care approach accounts for the social, economic and environmental determinants of health across a person's life course and primarily aims at contributing to Sustainable Development Goals 3 (Ensure healthy lives and promote wellbeing for all at all ages) and 6 (Ensure availability and sustainable management of water and sanitation for all). However, the challenges of ensuring physical, mental and social wellbeing are integrated elements of almost all of the 17 Sustainable Development Goals, and indeed, public health and WASH are often a driving or at least contributing factor behind issues of dignity, resilience, inclusion and equity.

The IFRC Secretariat will work to support National Societies to pursue outcomes in the following areas:

## Strategy, policy, and advocacy

In their role as auxiliary to public authorities, National Societies hold a unique position to influence and contribute to relevant strategy, policy, law and advocacy platforms and mechanisms at the country level. Despite their codified auxiliary status, work is needed to ensure National Societies are appropriately supported to implement health and WASH programmes that are in alignment with national health and WASH strategies and policies. To promote, and where appropriate facilitate, National Society efforts, the IFRC supports: (i) improved and sustained engagement of National Societies in the dialogue with relevant line Ministries and local authorities; (ii) better inclusion of National Societies' health and WASH areas of work and programmes into national public health (and other relevant sectoral) strategies, plans, laws and policies, as appropriate ; (iii) deeper and more sustained participation of National Societies in policy, technical and financial platforms on health and WASH.

**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.

*By supporting National Societies to:*

- have a defined and active health/WASH strategy
- be officially recognised and appropriately positioned as members of relevant public health emergency preparedness and response coordination platforms
- be included in relevant national strategies, plans, laws and policies related to epidemic and pandemic preparedness and response
- be included, with their role and responsibilities defined as appropriate, in national strategies, plans, laws and policies related to human resources for health and health system strengthening
- be members of, and regularly engage in, relevant national public health advocacy platforms, and relevant donor platforms and fora at the country level
- be recognised as the partner of choice to support immunisation activities, post COVID-19

## Community health

The IFRC Secretariat's approach to community health focuses on supporting National Societies to deliver quality and sustainable community-based health activities through their volunteers and staff, which complement formal health systems, and ensure that communities on the periphery or outside of the system are not excluded from essential life-saving services. This approach requires locally-led solutions, with activities designed and conducted with and by communities to meet their self-identified needs, priorities and potential. Critical to the design and implementation of these activities is ensuring an enabling environment, which also accounts for the needs of particularly vulnerable groups, such as persons with disabilities, for example. The IFRC Secretariat's work therefore focusses primarily on those 'first mile' communities that are marginalised, stigmatised, criminalised, socially isolated or excluded, who can be found in all contexts where National Societies operate: in emergency and non-emergency situations, in high-income countries as well as in low-resource settings.

Guided by its Community Health Strategy, the IFRC Secretariat supports the work of National Societies across a wide and varied spectrum of thematic areas, ranging from clinical, facility-based care to integrated community-based health, care and first aid, with the latter often acting as a key entry point with communities. Whilst too numerous to capture the entirety of the Red Cross Red Crescent's public health activities in this document, the IFRC Secretariat's approach throughout emphasises a life-course approach and accounting for the social, economic and environmental determinants of good health and wellbeing.

**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.

*By supporting National Societies to:*

- deliver evidence-based and impact-driven, effective, appropriate health promotion, disease prevention and community-based care services through CBHFA and other relevant approaches and programmes, focusing on the most vulnerable in all contexts
- 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
- adapt and expand their public health programming to meet the growing needs associated with climate change
- increase the capacities and the reach of National Societies to provide quality first aid services to a diversified range of people, from vulnerable communities, to private and public sector institutions, as well to inaccessible communities and those with high levels of violence, through qualified first aid providers
- develop commercial first aid models to promote financial sustainability and accelerate National Society capacity to sustain services
- meet the mental health and psychosocial support needs of communities, as well as volunteers and staff

- 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);
- increase the number of voluntary non-remunerated blood donations
- contribute to efforts to achieve and sustain national targets for vector-borne disease interventions, including coverage with insecticide-treated nets for effective malaria prevention
- address the needs of people living with communicable diseases, such as HIV and TB, through the use of relevant harm reduction approaches, as appropriate
- meet the growing challenges posed by non-communicable diseases
- provide quality and sustainable nutrition services
- provide contextually appropriate sexual, reproductive, maternal, neonatal, child and adolescent health services

## Emergency health

The world has become increasingly vulnerable to public health emergencies fuelled by globalisation, uncontrolled urbanisation and increased contact between humans and animals. Epidemic hazards, public health emergencies, protracted crises and situations of fragility call for flexible, effective solutions for prevention, readiness and response.

Since the start of the COVID-19 pandemic, National Societies have demonstrated that they are trusted local partners with sustained access at the community level, and that they hold a critical role in promoting effective public health measures and implementing health interventions. Indeed, the comparative advantage of National Societies combines long-term community-based programmes with emergency preparedness and response capacity; it is this capacity that the IFRC Secretariat continues to support ensuring that National Societies are recognised and act as leaders in community-based response to public health emergencies, as well as to the health consequences of disasters and crises. The IFRC Secretariat will continue to develop as an agile global actor in health emergencies, ensuring the continued expansion of the capacities and competencies of the collective global Red Cross/Red Crescent network in the delivery of health services before, during and after crisis and protracted situations.

**Outcome 3.3:** The health and dignity of communities in emergencies are maintained by providing access to appropriate health services.

*By supporting National Societies to:*

- adequately prepare for and respond to the health consequences of disasters and crises, including epidemics and pandemics
- contribute to a predictable and coordinated approach to epidemic preparedness, prevention, surveillance, response and recovery within countries and across borders
- build and maintain community-level capacity in effective prevention, detection and response to infectious disease outbreaks
- respond to mental health and psychosocial needs effectively during emergencies
- provide adequate care and support to survivors of sexual and gender-based violence as appropriate in disasters and other emergencies

## Water, sanitation and hygiene (WASH)

WASH is a vital element of public health and can contribute significantly to poverty reduction within emergency, protracted crises and development settings. Lack of access to water and sanitation combined with poor hygiene practices are among the principal causes of preventable death and disease globally, which also leads to loss of productivity, thereby forming a major barrier to development efforts and sustainable growth. The IFRC Secretariat's work in WASH supports National Societies to make meaningful contributions to Sustainable Development Goal 6, calling for the availability and sustainable management of water and sanitation services and facilities for all while recognising that water resources must be environmentally sustainable, and wastewater safely treated and disposed.

The IFRC Secretariat will drive this work through continuation and expansion of the key programmes of the Global Water and Sanitation initiative (GWSI), OneWASH, including its innovative financing elements, as well as strategic investment in key issues such as menstrual hygiene management and the integration of WASH with other key sectors such as nutrition and protection, gender and inclusion (PGI), for example.

**Outcome 3.4:** Communities have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services:

*By supporting National Societies to:*

- deliver improved access to safe water for communities
- provide knowledge and best practice on treatment and reuse of wastewater
- ensure communities have access adequate, appropriate and safe sanitation facilities
- provide knowledge and best practice to improve sustainable community-based management of water and sanitation facilities
- promote and measure positive behavioural change in personal and community hygiene among targeted communities, including in the area of menstrual hygiene management

Furthermore, the IFRC Secretariat will also work to ensure that:

**Outcome 3.5:** Communities at risk from pandemics and epidemics have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services.

*By supporting National Societies to:*

- provide to communities and key structures at risk from pandemics and epidemics improved access to adequate water, sanitation and hygiene services
- promote and measure community awareness of pandemics and epidemics, including cholera under the OneWASH initiative, and the means to better mitigate their impact

#### **Targets by 2025, support National Societies to:**

- Reach **150 million people** per year with contextually appropriate **health services**
- Reach **30 million people** per year with contextually appropriate **water, sanitation and hygiene services**
- Reach **5 million people per year** with **mental health and psychosocial support services**
- Reach **25 million people** per year with **immunisation services**
- Train **20 million people** per year in **first aid**
- **100 National Societies** have an active **health and/or WASH strategy** in place
- **100 National Societies** are included in national **epidemic/pandemic preparedness and response** frameworks
- **100 National Societies** contribute to the health and WASH-related capacity of the **global surge pool**
- Advocate for and support efforts towards the recognition and formalisation of **the auxiliary role** of at least **50 National Societies** in the area of public health, within relevant national strategies, plans, laws and policies

## **4. Migration and identity**

The focus will be on making sure that all people who migrate and are displaced are safe, are treated humanely and with dignity, and have the assistance and protection support they need to thrive in inclusive societies.

To achieve this, IFRC will put stronger efforts into enhancing Red Cross Red Crescent Societies capacities to understand migration dynamics in their contexts and deliver appropriate humanitarian services to migrants,

displaced people and those impacted by the migratory and displacement phenomenon (including families who stay behind) in coordination with relevant local and international actors.

The movement of people, whether voluntary or involuntary, is one of the defining features of the 21st century. People are on the move for a variety of reasons, due to "a combination of choices and constraints" (IFRC Policy on Migration, 2009). At the end of 2019, there were an estimated 272 million international migrants, including an estimated 30 million refugees and asylum seekers globally, although these figures do not account for all migrants in an irregular status, including those who are undocumented or stateless. We are witnessing globally unprecedented levels of displacement, both within and across international borders. At the end of 2019, there were an estimated 46 million people internally displaced because of persecution, conflict and violence, plus 25 million people displaced as a result of disasters and the impacts of climate change. Our approach needs both flexibility and agility to meet the priority needs as they evolve, and must be informed by the experience and expertise of the people we seek to support across varied contexts of migration and displacement.

There have been major large-scale population movements over the past years due to conflict and extreme violence, and also due to the impact of environmental and climate change. Apart from these situations that often cause hardship and traumas, there are continuous movements of people migrating irregularly for reasons such as employment, lack of livelihoods, family reunification, access to healthcare, education, seeking safety and protection or simply a better life. While such movements may not be framed as "crises", human suffering exists in a context where many States are trying to stem the flows of migrants and amidst polarized public perceptions on migration and identity.

The risks and vulnerabilities faced by migrants and displaced persons are often complex and interrelated and can exist before departure, in transit, whilst away from home, and upon return. Whereas most migrants and displaced people are often highly capable and willing to engage to address their complex needs, this is not always the case, most notably because of the many (legal, administrative or practical) obstacles and barriers that may impede them to do so.

Humanitarian needs for migrants and displaced persons may range from emergency needs including health, WASH, food, shelter and restoring family links, as well as protection and longer-term needs related to livelihoods, education, social inclusion and support for the attainment of durable solutions (i.e. integration, safe returns, resettlement to other countries or other parts of the same country). The COVID-19 pandemic has highlighted and compounded the specific vulnerabilities of migrants, with many of them particularly marginalized and at risk of multiple hazards as they face increased barriers in accessing health and WASH services and information due to their legal status, language or cultural barriers and social stigma. COVID-19 may also contribute to larger-scale migration in certain contexts due to its socio-economic impacts; this will require greater preparedness.

Migration is also increasingly challenging the conventional definitions of citizenship, and identity. It is being used in some countries to fuel tension and even xenophobia and has been blamed for economic and social marginalisation, creating stress and worries about identity and what it means to "belong".

At the same time, there has been growing recognition of the specific vulnerabilities and needs of migrants and displaced persons, and the requirement for global cooperation and responsibility-sharing, as evidenced *inter alia* by the adoption in 2018 of two Global Compacts on Migration and Refugees, respectively. The needs of migrants and displaced populations have also been integrated into global, regional and national legal and policy frameworks – including the Sendai Framework for Disaster Risk Reduction, the Paris Agreement on climate change and the Sustainable Development Goals. Yet, more remains to be done to translate these commitments into realities.

IFRC has a long-standing commitment to working with and for migrants and displaced persons<sup>2</sup> and plays a crucial role in addressing the humanitarian consequences of migration and displacement around the world, both in emergency and non-emergency contexts, and to strengthen the resilience of migrants, displaced persons, and host communities. The presence of National Societies in all countries along migratory routes means that we are uniquely placed to engage with and address the needs of migrants and displaced populations during their journeys, and ensure they have access to essential services and protection, whatever their legal status.

Much of IFRC action is tailored to emergency contexts. This includes situations of disasters due to natural or technological hazards causing the displacement of people within countries, as well as situations leading to large-scale cross-border population movements, including refugee flows. As exemplified by the response to the influx of displaced persons from Myanmar to Bangladesh, in the context of the Venezuelans migrant and refugee crisis, and in Turkey, among others, the IFRC plays a significant role in response to large-scale influx of people. It also has an increasing role in preventing the conditions that may lead to displacement caused by natural disasters and the effect of climate change, and by supporting preparedness for an effective response to large-scale population movement, in camp and non-camp settings, strengthening quality and capacity, and taking account of the longer-term needs of the concerned population.

In non-emergency contexts, IFRC globally engages in a range of activities to promote migrants' engagement, access to services, inclusion and protection while making sure that protection and engagement principles are integrated into our work and programmes. This includes fostering and promoting inclusion and social cohesion, recognizing that these issues are interlinked to the wellbeing and flourishing of all people both in home and host communities. Migrants and displaced people must be at the centre of the design and implementation of our assistance, protection and advocacy efforts.

In countries of origin, the IFRC is committed to strengthen the resilience of individuals and communities with high levels of migration so that communities can recover from crises, and prepare for, resist and overcome shocks. Such work will be undertaken to reduce the underlying causes of vulnerability, on the basis of humanity and impartiality, and not with the aim of controlling migration. Resilience programmes may include a range of different activities, such as community-based livelihoods and income-generating initiatives, DRR, food security programming, integrated primary health care, among others. These types of activities can be extended to returning migrants to facilitate their reintegration into societies, addressing protection issues and situations of exclusion and discrimination.

In transit countries, the IFRC provides humanitarian support to migrants, whatever their legal status, in order to address their most urgent needs. Activities often include the provision of essential items such as food, hygiene kits and clothes, shelter, emergency accommodation, as well as information to particularly vulnerable groups (i.e. unaccompanied minors). The establishment in strategic locations of new Humanitarian Service Points (HSPs) - a flagship IFRC initiative aimed at providing a neutral space that offers a welcoming and safe environment to people on the move - will be instrumental in guaranteeing access to assistance and protection.

In countries of destination, ensuring access to services for migrants and enhancing their resilience will remain a key dimension of the work of the IFRC. Apart from the provision of direct assistance, IFRC will support the integration of migrants into new societies through the provision of information, assistance and services tailored to their contexts and needs, including through the expansion of the HSP model; and by supporting social protection systems and community-led safety nets. The IFRC will also reinforce

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<sup>2</sup> This commitment is formally elaborated in the IFRC Policy on Migration and the Movement Policy on Internal Displacement (2009); recalled in International Conference and Council of Delegates resolutions (31<sup>st</sup> IC Res 3, CoD Res 7 in 2019).

work to build trust, promote tolerance and understanding and empathy for migrants amongst receiving communities.

To reach these objectives, the IFRC will seek to significantly increase support to National Societies to engage with, assist, protect and advocate for migrants and displaced populations and others affected by migration across the globe.

The IFRC Secretariat will work to support National Societies to achieve the following outcomes:

**Outcome 4.1:** Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well as access to durable solutions when appropriate.

*To achieve this outcome, the IFRC Secretariat will:*

- Support the establishment of HSP in key locations, along migratory routes as well as in destination countries, and expand the range of services provided through HSP in collaboration with relevant stakeholders
- Ensure that joined-up Movement humanitarian assistance and protection services are provided and promoted through engagement with local and national authorities, host communities and affected people, as well as in collaboration with UN agencies
- Provide global, regional and local analysis on current and emerging trends, anticipating population movement when possible, in order to support information and evidence-based programming (including support from the Migration Lab and the Movement Reference Group on IDPs)
- Enable increased joint advocacy across the network on migration and displacement through coordinating collective communications, policy and advocacy, at global and regional level, in collaboration with Movement partners

**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.

*To achieve this outcome, the IFRC Secretariat will:*

- Build the capacities of National Societies in this field by developing information, tools, training, providing technical support and enhancing their ability to undertake research on migration, ensuring that the voices and experience of migrants inform their programming and advocacy
- Mainstream and integrate migration and displacement dimensions and approaches across all humanitarian activities, including by updating and contextualising tools and methodologies in the field of emergency preparedness, response and recovery, and long-term programming
- Coordinate, facilitate and provide National Societies with agile support, advice and direction to guide their engagement in the field of migration, including through the development of a Movement migration strategy in cooperation with Movement partners
- Support existing 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 establish coordination mechanisms, including those that support a route-based approach.
- Support National Societies to negotiate agreements, policy and legal provisions as appropriate with authorities to strengthen their auxiliary role in support of vulnerable migrants and displaced persons.

**Targets:**

By 2022, **all National Societies** impacted by large scale population movements have in place **a preparedness and response plan**.

By 2025, **75% of National Societies** have conducted a **migration and displacement needs assessment** and/or have integrated migration and displacement into their strategic planning.

By 2025, **all National Societies operating along main migratory routes have the capacity to access resources to establish Humanitarian Service Points**, providing access to assistance, protection and integration support to migrants and displaced.

## 5. Values, power, and inclusion

The focus will be on protecting and promoting a positive change for humanity, based on humanitarian values and principles

To achieve this, IFRC will work on enhancing Red Cross Red Crescent Societies capacities to reach more local branches and increase awareness and actions through the power role of the youth and the engagement with the education community and ensuring significant efforts to more inclusive working dynamics, greater diversity and more efforts for the protection of people, their dignity and contributions for resilience and peaceful environments.

All Red Cross and Red Crescent programmes will strive to promote dignity, access, participation and safety. Respect for human dignity is driven by an understanding and appreciation of the Fundamental Principles and humanitarian values which define who we are and how we work.

Imbalanced power structures are manifested in and maintain inequalities and exclusion. Power asymmetries also drive increased levels of violence in urban and rural settings, in the home, towards children, as hate crimes against migrants and other identity minorities, as well as violent conflict.

To be effective, our work must 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*).

One in three women worldwide experience sexual and gender-based violence (SGBV) in their lifetime; rates increase after a disaster. This is the result of continued marginalisation and exclusion of women and their participation, value, power or voice, and the toxic structural and historic pressure on men to provide, protect and “be in control”. Women and girls with disabilities are at particular risk of SGBV, which is a harsh reminder of the link between exclusion and violence and the power structures that feed exclusion.

The IFRC Secretariat will work to support National Societies to achieve results in the following areas:

Building on the journey from Strategy 2020 in promoting a culture of non-violence and peace, our continued focus will be on protecting and promoting a positive change for humanity, ensuring more participatory, safe and inclusive humanitarian action, based on the Fundamental Principles and humanitarian values. The challenges staff and volunteers face in their efforts to support people in need of our services require us to do much more than “do no harm”.

Education is a key approach to promoting and enhancing values that generate equal, safe and inclusive societies. Moreover, young people around the world are inspiring positive change on some of the crucial global challenges of our time. We will expand our **humanitarian education** programmes for young people and aim to provide them with the skills and knowledge to make positive and concrete contributions in their own communities. Building on the vast experience of National Societies in working with young people, the IFRC Secretariat will develop a **flagship programme on humanitarian education** that can be tailored to each context and allows significant global scale-up. The programme

will build on best practice and successful examples from around the world, including elements such as Red Cross Red Crescent Youth and schools programmes, youth as agents of behavioural change (YABC), first aid and disaster risk reduction in schools, violence prevention, intergenerational dialogue and climate action in a flexible and customizable approach. It will also serve as a platform for innovation through new methodologies, tools and technologies on humanitarian education.

The IFRC and National Societies also will contribute to **enhancing access to and continuity of education**, aiming to ensure that no one is left behind. This is especially critical during disasters, crises and displacement when access to education can be restricted and barriers can be experienced unequally for children with different backgrounds, gender and abilities.

**Protection, Gender and Inclusion** is the IFRC's contextualised approach to comprehensively address the risks, consequences and causes of violence, discrimination and inequalities linked to issues of values, power and inclusion. This work emphasizes three crucial issues to address the needs and rights of the individual with a focus on gender and diversity. The approach promotes dignity, access, participation and safety in all Red Cross and Red Crescent activities. It insists on a thorough analysis of how people's gender, disability, age, ethnicity, religion and other diversity factors affect the nature, amount and number of barriers that they encounter when they face hazards, such as access to coping mechanisms and to essential services. Central to this change is further refinement, advancement, enhancement and operationalization of the principle of "do no harm"; ensuring equity for all affected people, without exception. IFRC is committed to ensure PGI is mainstreamed in tangible and measurable way throughout all programmes and operations.

The IFRC network will prevent and respond to sexual and gender-based violence in disasters and other emergencies as outlined in the 32nd International Red Cross and Red Crescent Movement Resolution (32IC/15/R3). The Secretariat will provide advanced technical support for National Societies to implement specialised programmes preventing and responding to violence, discrimination and exclusion such as sexual and gender-based violence, child abuse or neglect, exploitation or trafficking in persons.

As a network, we will focus on initiatives that directly contribute to enhance inclusion, participation, and diversity in opportunities, representation and decision-making for groups at risk and in the highest level of vulnerability. We will expand our work to be more intersectional, considering the many different dimensions that compose collective and individual identities.

Our shared work can only be successful if we **lead by example and inspire others** to address the challenges related to power, values and inclusion. We will promote and maintain a culture of inclusion and diversity throughout the IFRC network. We will strive for increased diversity and representation among our members, volunteers, intervention and surge teams, staff and leadership so that they better reflect and represent society at large. We will also increase our support and focus on actions that contribute to gender parity and inclusive leadership at all levels in the IFRC network.

The IFRC Secretariat will work to support National Societies to pursue the following outcomes:

**Outcome 5.1:** National Societies contribute to a positive change in communities through a wider understanding, ownership and concrete application of the Fundamental Principles and humanitarian values, focusing especially on young people's knowledge, skills and behaviour.

*To achieve this outcome, the IFRC Secretariat will:*

- Develop a flagship programme to scale up humanitarian education focusing on young people
- Scale up technical and financial support for youth-led action, building on the Youth Engagement Strategy and other youth-led initiatives
- Create a new collaboration mechanism for humanitarian education for young people, led by one or more National Societies

- Develop innovative methodologies, tools and technologies to support scale up of RCRC youth programming
- Develop new strategic partnerships for collaboration on humanitarian education with key actors, including education authorities

**Outcome 5.2:** National Societies promote and support equitable access to quality education for all boys and girls affected by disaster, crisis or displacement.

*To achieve this outcome, the IFRC Secretariat will support National Societies to:*

- Ensure IFRC emergency appeals support the quick return of students, especially children, to their classrooms, support access to the educational materials and relevant information in their own languages.
- Assess, analyse and respond to education-related humanitarian needs in disasters, crises and displacement
- Systematically incorporate these needs into risk reduction, preparedness for effective response, and response and recovery plans and activities
- Increase evidence-based research, data collection and analysis to guide and strengthen multidisciplinary approaches and the effectiveness of the work in education
- Develop effective partnerships with ministries of education and with other humanitarian actors focusing on education, and meaningfully engage those affected - especially the education community and young people themselves – in decision-making
- Raise awareness and develop effective advocacy about humanitarian consequences of the disruption of education, and the importance of ensuring safe, equitable and continuous access to education

**Outcome 5.3:** National Societies and the IFRC Secretariat adopt a comprehensive Protection, Gender and Inclusion approach across operations and programmes

*To achieve this outcome, the IFRC Secretariat will support National Societies to:*

- Ensure that programmes and operations provide dignity, access, participation and safety for all people with whom we work
- Promote and support the systematic application of agreed minimum standards for protection, gender and inclusion in emergencies
- Mandate the systematic collection and analysis of age-, gender- and disability-disaggregated data as part of risk assessments and programme design and implementation
- Execute concrete measures to ensure that all RCRC programmes, services and facilities are inclusive and accessible for people with disabilities
- Advocate for effective child protection in relevant laws, regulations and policies on disaster risk management
- Expand programmes and services that directly aim to facilitate the integration of groups that are marginalised or face discrimination
- Ensure that all programmes aimed at indigenous communities are appropriate to their needs, culture, and way of life and contribute to building their resilience to disasters and crises
- Scale up efforts to address SGBV throughout our work, and establish and improve systems for registering and monitoring SGBV prevention and response activities
- Improve access by SGBV survivors to assistance and protection with a survivor-centered approach
- Ensure that disaster- and emergency-management plans and activities include measures to prevent and respond to sexual and gender-based violence

**Outcome 5.4:** National Societies and the IFRC Secretariat lead by example and inspire others on gender and diversity

*To achieve this outcome, the IFRC Secretariat will:*

- Support National Societies to actively implement the new Gender and Diversity policy

- Monitor progress against gender and diversity targets at all levels (governance, management, staff and volunteers)
- Promote the participation of women in disaster- and emergency-response teams, and engage community members, in particular women, in decision-making about disaster risk management
- Reduce and remove language barriers when producing community-based information for vulnerable groups and communities, through effective use of culturally-appropriate information and methodologies
- Promote more equitable gender participation in the support that IFRC offers to National Societies, access to humanitarian services and opportunities for career development
- Develop and monitor concrete measures to ensure equitable gender representation at all levels, and to ensure that women are supported to enter into leadership and governance positions
- Promote gender and diversity-related actions as part of all IFRC Secretariat staff's professional responsibilities.

#### **Targets by 2025:**

**Reach 4 million** young people with skills- and values-based humanitarian education, through 80 National Societies collaborating in a flagship programme

Contribute to **enhanced access to quality education for 3 million children**

All IFRC emergency appeals include the **education community**, as one of the target institutions to support as part of early recovery

At least **80% of IFRC Secretariat-supported projects** incorporate clear consideration of language and cultural dimensions to enhance inclusion and respect for local wisdom.

**Increase 20% annually on the number of people reached by protection, gender and inclusion programming**

At least **100 National Societies** actively implement the **gender and diversity policy and demonstrate tangible progress** against agreed targets, including equal gender representation at all levels of leadership

100% of IFRC Secretariat job descriptions for local and international staff include gender and diversity-related actions as part of the professional responsibilities

## Approaches to enable National Societies to deliver on S2030

The IFRC Secretariat has defined its role along three enabling approaches that describe how it will work to ensure that the renewal and transformations necessary to achieve the five strategic priorities will occur. The three enabling approaches reflect and expand on the seven transformations of Strategy 2030, and the focus on the IFRC Secretariat'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 Secretariat on National Society Development to ensure the IFRC membership is duly supported in their own development and transformation processes.

## **Enabler 1: Engaged - with renewed influence, innovative and digitally transformed with greater emphasis on National Society Development**

This enabler focuses on ensuring that the Secretariat and National Societies are respected and recognized as neutral, impartial humanitarian actors; are effectively positioned to promote principles, values, policies and legislation in support of humanitarian action; and mobilize support for the needs and aspirations of vulnerable communities.

As emphasized by Strategy 2030, the world has changed and the IFRC network must act quickly to keep pace. Neither the IFRC network nor the IFRC Secretariat will be able to meet the objectives under the five strategic priorities unless they rapidly modernize, make effective use of their voices and programmes, and upgrade their ways of working to match the new realities. We will need to innovate, to embrace and fully deploy digital technologies, and build their auxiliary role so as to become their authorities' partner of choice. We also need a stronger emphasis on working better together as a network and with others, "thinking beyond the borders of the Red Cross and Red Crescent" and bursting free of self-imposed silos, in order to tackle the most important humanitarian challenges facing the world.

### **Engagement with each other and with others**

Becoming "better together" means finding ways to work better within and outside our network in order to achieve greater impact in a world of complex, overlapping risks that no one actor can completely address. This includes promoting joint analysis of needs and planning at country level to increase efficiencies and to scale up in quality and reach. It also means strengthening and growing regional and global networks of National Societies on a variety of topics and continuing to develop our shared leadership models, including through collaborative efforts with regional and global reference centres. Externally, we will reaffirm our consistent and serious engagement with partners, as a member of the global humanitarian and development community, and support National Societies to build on the model of the One Billion Coalition to truly connect with (not merely "sign on"), and where possible, lead wide-ranging multi-stakeholder domestic coalitions of civil society, private and public actors to tackle key humanitarian issues together.

The IFRC Secretariat will work to pursue the following outcome:

**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

*To achieve this outcome, the IFRC Secretariat will:*

- Support joint country-level planning processes for all involved IFRC network actors to ensure alignment with the goals of the National Society of that country
- Support active National Society networks on key themes at the regional and global levels
- Strengthen its cooperation with regional and global reference centres, including through delegation of greater "shared leadership" responsibility
- Assist and accompany interested National Societies to substantially widen their involvement and leadership in civil society and other coalitions at the national and local levels

### **Influencing and humanitarian diplomacy**

An important aspect of the new reality facing our network is the recent instability in political trends and in expectations about the role of global norms and institutions, including those in the development and humanitarian sectors. We are in a period of intense public scepticism toward the "status quo" and

willingness to try out previously unthinkable approaches. It is also a period of growing fears about the future, in particular amid the global impacts of the COVID-19 pandemic and the climate crisis. This can have positive outcomes (for example, seen in rapid policy changes in some contexts to address engrained patterns of racism), as well as negative ones (for example, some community and governmental rejections of scientific advice on the control of COVID-19 or on climate change). The IFRC network, as a neutral community-based, yet also global actor, has a unique opportunity to promote the most positive outcomes from this uncertain period.

At the policy level, breakthrough changes are possible in a number of areas with concerted IFRC network leadership. Achieving an effective and equitable long-term recovery from COVID-19 will continue to be a defining issue throughout the period of this Plan and Budget, influencing many other issues. Drawing on the COVID-19 experience (including National Societies' first-hand insight during the pandemic into the importance of strong community structures and comprehensive social protection), we can build momentum for community-based avenues to universal health coverage, and step changes in governmental ambition to address climate-driven disasters, universal access to water and sanitation, and the humane and dignified treatment of people on the move. We can achieve a more localised, community-driven and climate-smart system for funding and delivering disaster and crisis risk management. We can exercise leadership in our areas of expertise in inter-agency forums, such as the Global Shelter Cluster. We can also play a significant role in promoting a more concrete roll out of key development and humanitarian frameworks at the local level (such as the Sustainable Development Goals, Sendai Framework, Paris Agreement, the Global Compacts on migration and refugees, the Grand Bargain and its successors, the International Health Regulations etc.), building on prior successes, such as our experience with Civil-Military Relations and the Disaster Law Programme, as well as the recommendations adopted at our own statutory and regional conferences.

To achieve our potential, we must exercise effective influence in three ways: (1) **Profile building:** achieving widespread understanding, appreciation and trust by policy makers, partners and the public of the role, achievements and ways of working of National Societies and the IFRC network as principled humanitarian and development actors; (2) **Behaviour change:** influencing public behaviour so that individuals and communities take the steps that are available to them to safeguard their health, strengthen their resilience to crises, and build peaceful, caring and inclusive communities free from any sort of discrimination; and (3) **Humanitarian diplomacy:** influencing policy makers at the domestic, regional and global levels to adopt new or updated decisions, laws, policies and practices that promote the safety, well-being and resilience of vulnerable persons and enable the work of National Societies. Also critical to our success will be a strong recognition of National Societies' auxiliary role in every country and in every sector of their activity, as well as their capacity for engagement with other influential partners, such as the private sector and in humanitarian coordination platforms. We will scale up support for National Societies on this at every level of the Secretariat.

The IFRC Secretariat will work to pursue the following outcome:

**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

*To achieve this outcome, the IFRC Secretariat will:*

- Build IFRC network leadership in key areas of humanitarian and development policy, according to an annually-updated global influencing strategy keyed to the objectives of the five strategic priority areas of this Plan and Budget and agreed with National Societies to ensure a collective approach.
- Participate, and as relevant, exercise leadership in inter-agency coordination platforms (in particular the Global Shelter Cluster) and support and enhance the capacity of interested National Societies to do the same at the country level

- Champion joint IFRC network communications approaches to build profile and achieve objectives across the five strategic priority areas.
- Assist National Societies (as requested) in negotiations to strengthen the recognition of their auxiliary role, in their positioning and in raising their voice more consistently in humanitarian and development for a.
- Provide training and peer support to National Societies (including volunteers) in influencing skills, data literacy and strategy development.
- Develop persuasive evidence, particularly with National Society-derived data and experiences, for humanitarian diplomacy and influencing public behaviour, communicating field-level insights to the global level and vice-versa.
- Provide simple and affordable tools and advice to National Societies to ensure that programming and communication aimed at public behaviour change (in public health, resilience, inclusion, etc.) are informed by science and data (e.g. "nudge theory") and integrated with Community Engagement and Accountability initiatives.

## Innovation

Like many of our peers in the humanitarian/development sector, we must do more to keep up with the pace and scope of change occurring around the world. The foresight analysis of Strategy 2030 has projected that the IFRC network will likely face far more complex, protracted, inter-related, costly, and often unpredictable crises and development challenges in the coming years. Our traditional systems are not fit for this future, either in their ability to meet the sheer scale of human need that is projected, or to anticipate and adapt to the many rapidly emerging challenges, or to rise to the level of complexity and systems-thinking that will be required to effectively organise vulnerability. Therefore, wholesale transformation is essential for us to support the manifold and complex vulnerabilities whose emergence and convergence will accelerate and intensify.

For innovation to move to the mainstream, a widespread leadership and cultural shift is required. It has previously been rare for innovation to confront the very systems, structures, cultures and biases that underpin and drive humanitarian and development work. When change has come, it has taken many years for the system to shift. However, the luxury to take many years to change our systems is no longer present. The IFRC approach to innovation will be crucially focused on leadership and tackling system-wide change.

The IFRC will also prioritise continual innovation in services, tools, and approaches that those solutions are often best found closer to the problem, by technical staff, volunteers, branches, partners and particularly, community members themselves. The IFRC must be able to support these innovations and create a system that is conducive to innovation, agility and transformation and is able to challenge systems, cultures, and practices when necessary. To achieve this requires leaders to promote innovation to make a cultural shift within the organization.

The IFRC Secretariat will work to pursue the following outcome:

**Outcome 6.3:** The IFRC network uses innovative and transformative approaches to better anticipate, adapt to and change for complex challenges and opportunities.

*To achieve this outcome, the IFRC Secretariat will:*

- Prioritize innovation and change in organisational strategies, plans and policies, making leadership accountable for driving systems and cultural change
- Provide support to National Societies in connecting with each other to collaborate in effective networks on changing systems across the network that affect them all.
- Invest more into foresight and anticipation of emerging challenges and opportunities.
- Collaborate with partners, such as the private sector as well as new and non-traditional partners, on joint problem solving and innovation.

- Increase investment, partnerships and collaboration focussed on research and development and on learning within and between the IFRC network
- Resource technical teams and volunteers (including youth) to experiment with new approaches to their work.

## Digital Transformation

A more effective integration of digital and emerging technology, digital skills and culture will enable the organization to harness the collective intelligence of the network and democratize access to information. It will allow us to experiment with a wider range of emerging technology that can drive greater efficiency and impact in our work. It will allow us to develop into a learning organization and network, benefit from its experience and insight, powered by innovative leaders and partners who are committed to promoting cultures of experimentation and learning.

Information is key to support humanitarian action and respond to emergencies. Digital and data activities augment every sector activity and enable success if applied in an equitable and sustainable manner. However, a significant number of National Societies lack the foundational digital systems for key humanitarian processes such as managing data in disaster response activities or managing and engaging with our key asset, RCRC volunteers. The strength of our global network must be augmented with cross-sector support for digital and data ready teams with systems, equipment, processes and localized strategic leadership to support delivery of programmes and services in the digital age.

The IFRC network plays an often-critical role in translating warning information into trusted early actions for communities. Efficient, integrated, and locally managed digital solutions and processes are essential to enable people and communities to access relevant and trust-worthy information, share and analyse information in their own networks (often across borders), and support one another locally in community-led response. Digital services give National Societies the tools to support vulnerable communities safely and collaboratively.

Mastering these new digital tools and services require leadership determination in setting up, funding, and sustaining National Societies' people (data and digital experts and data literate staff and volunteers), processes (alignment between business and IT, digital innovation funnel, data driven decision making) and technology (hardware, connectivity, infrastructure, cloud services) to ensure digitally enabled humanitarian access and impact.

Digital transformation is also recognized as a broader Movement priority, as set out in a pledge at the 33rd International Conference for National Societies, ICRC and IFRC to work together with partners to realize digital literacy, inclusion, collaboration, access, responsibility and data protection throughout the Movement.

The IFRC Secretariat will work to pursue the following outcome:

**Outcome 6.4:** The IFRC network undergoes a digital transformation

*To achieve this outcome, the IFRC Secretariat will:*

- Take steps to bridge the digital divide and improve data use and protection.
- Develop a common data model across the Secretariat and network that spurs inter-operability
- Design tools, programmes and services that are inclusive of gender, diversity, language, and mobility in a digital age.
- Prioritize resources and skills to support digital transformation within every sector and at every level to support the rapid and inclusive digital changes.
- Support National Societies in their digital transformation by developing standards, tools and guidelines, and promote coordination of resources and capacities within the IFRC network
- Support and equip IFRC and National Society staff and volunteers to manage the potential digital and data risks, ethical questions, and protection needs in a digital world.

- Establish partnerships to support digital tools for achieving objectives under the five strategic priorities, the digital pledge and accompanying transformations.

#### **Targets by 2025:**

- At least **100 National Societies** increase the number of **civil society coalitions** in which they are actively participating to achieve humanitarian or development goals
- A least **100 National Societies** develop domestic **advocacy strategies aligning**, at least in part, with global IFRC advocacy strategies
- At least **100 National Societies** develop **digital transformation strategies**, in line with the 33rd IC digital pledge and data protection commitments in 33rd IC Resolution on Restoring Family Links
- At least **50 National Societies prioritize innovation** in their plans and budgets

## **Enabler 2: Accountable - with an agile management and a renewed financing model** with greater emphasis on National Society Development

This enabler focuses on the management and organisational approach the IFRC Secretariat will take, to function as one Secretariat and as one Federation-wide organization.

To achieve this, IFRC will put stronger emphasis in eliminating unnecessary bureaucracy and duplication on its own systems and creating the right conditions to expand our collective ambitions to increase financial resources to reach to more people in need, while achieving more efficient, accountable and well-functioning Red Cross and Red Crescent Societies to be the partner of choice at all times.

### A united and agile Secretariat

Overall, this theme is focused on high levels of accountability within the IFRC Secretariat. This requires a Secretariat that works in a unified way to effectively implement governance decisions, to support individual National Societies and the global network, and that delivers efficiently on its promises.

To have greater impact with a more globally harmonized and consistent approach, the IFRC Secretariat will invest in systems that enable it to work as one organisation globally. The IFRC Secretariat will work in particular on talent management, gender parity and ensuring diversity at all levels, zero tolerance on fraud and corruption, sexual harassment, exploitation or abuse, ensuring compliance with the Code of Conduct for humanitarian relief as one of the most basic policies to ensure results, and increasing the contribution of staff from National Societies.

To maintain high levels of accountability within the IFRC Secretariat, strong risk management will be prioritized and addressed collectively by the IFRC Secretariat, but we will always attempt to achieve this with the least bureaucracy possible, concentrating on simplification and flexibility.

To more effectively serve National Societies in their own context, the IFRC Secretariat will prioritise investment in country level presence and National Society programming, with regional and global staff more focused on supporting the work of country clusters and delegations, with clear roles and responsibilities at all levels of the IFRC Secretariat.

The IFRC Secretariat will increase its pursuit of quality in the delivery of services and focus on its core mandate. This will mean continuously prioritizing policies, procedures, tools and guidelines to

mainstream across the organization and ensure implementation as a united and agile Secretariat. It is an opportunity to constantly improve our work, and to take stronger actions on safeguarding assets, managing effectively and efficiently the financial resources.

The IFRC mandate requires us to operate in complex and unstable environments, which may involve high risks. It is critical to enhance the risk management culture within the IFRC Secretariat to ensure that we comply with rules and regulation as well as with our duty of care to staff and volunteers. This will also strengthen the confidence of National Societies, donors, governments and other stakeholders in the work that we do. This will require stronger results-focused action to increase a culture of strong risk management across the global network that ensures at all levels a systematic approach to identifying, assessing, recording and mitigating risk in line with a defined institutional risk appetite and the roll-out of a standardised risk management training curriculum for staff at all levels.

We will ensure sufficient quality assurance is in place, while also achieving greater ownership and responsibility from the leadership to ensure high standards of integrity and accountability.

The IFRC Secretariat will work to pursue the following outcome:

**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

*To achieve this outcome, the IFRC Secretariat will:*

- Have a relevant and up-to-date policy base and is delivering on its external policy commitments.
- Develop an effective management framework with transparent and inclusive processes that are understood by all stakeholders, and ensure that financial resources are safeguarded and managed effectively, efficiently and transparently.
- Ensure organizational risk management across the global network, addressing risk management culture at all levels, with a clear link to accountability and quality assurance. Develop and implement a strategy and a plan of action to mitigate the risk of fraud and corruption, sexual harassment, exploitation and abuse, within the IFRC Secretariat.
- Ensure that the IFRC's web-based systems are accessible at all levels and a new web-based system is implemented that supports globally integrated processes for finance, planning, monitoring and evaluation, human resources, logistics and resource mobilisation, as well as all programmatic areas, enabling enhanced accountability .
- Improve systems and approaches that foster enhanced coordination which effectively contributes towards implementation of programmes and service delivery in an accountable manner.
- Develop its diverse workforce at all levels and across functions, maintaining a strong culture of gender, diversity and inclusion.
- Demonstrate a strong commitment to diversity and inclusion, including gender equity, which is mainstreamed throughout the organization as well as in IFRC programmes and humanitarian operations and includes cross-functional monitoring mechanisms to guide interventions and identify areas for improvement.
- Establish a mechanism to measure network's agility and effectiveness in responding to disasters, including regular evaluations on the way the Code of Conduct for Disaster Relief, Sphere standards and IFRC policies are implemented.

## Financing the future

Overall, this theme is focused on ensuring that the IFRC Secretariat and membership are financed sufficiently to meet their obligations to all stakeholders.

The IFRC proposes a renewed partnership with National Societies through a new resourcing architecture and significant changes to systems at the IFRC Secretariat. The IFRC needs to better represent the work

it does and its complementarity to National Societies to reduce high levels of earmarking. Current financial and reporting systems can be improved to enable more agile relationships with partners.

Through these more agile systems, the IFRC Secretariat will be able to share the use of its regular resources more transparently, similar to the effective support provided to National Societies to respond to COVID-19. With increased strategic prioritization and investment in resource development, the IFRC Secretariat will be able to expand quality funding sources, including those for regular resources. The renewed IFRC Secretariat – National Societies partnership will contribute to demonstrate the Secretariat's performance and efforts to identify funding for these responsibilities

The IFRC will leverage its international organization (IO) status to work with National Societies in a new way to access more unearmarked donations from governments and channel the implementation through Partner National Societies from the same country while maintaining key components of quality assurance, monitoring and National Society development. It also needs to place renewed emphasis on supporting direct funding opportunities for National Societies as strong local actors.

As many National Societies remain dependent on a small number of income sources and on project funding, the IFRC Secretariat will provide more targeted support for core activities and longer-term development. This entails the support at the country and regional levels for planning for National Societies' long-term financial sustainability, diversification of income sources and increased access to unearmarked funding.

The IFRC Secretariat will work to pursue the following outcome:

**Outcome 7.2:** The IFRC Secretariat has a renewed partnership with its members and develops a new financing architecture to increase financial resources for the benefit of National Societies.

*To achieve this outcome, the IFRC Secretariat will:*

- Secure increased unearmarked funding, in partnership with National Societies, which in turn reduces Secretariat's dependency on programme funding.
- In partnership with National Societies, develop multi-year and sustainable partnerships with different stakeholders and partners (governments, multilateral partners, international finance institutions, international private sector, etc.) for the benefit of National Societies programming, including securing funding only available to international organizations and piloting innovative and social financing partnerships and digital global fundraising campaigns to mobilize resources.
- Expand the accountable provision of resources to National Societies to invest in National Society Development (NSD), through mechanisms such as the National Society Investment Alliance, the Virtual Fundraising Hub, the Capacity Building Fund, and the Empress Shôken Fund and other innovative approaches to funding NSD.
- Adapt internal rules to maintain high standards of legal accountability.
- Develop long-term strategic partnerships with governments in cooperation with National Societies and maintain a strong strategic dialogue through the IFRC Donor Advisory Group (DAG).
- Coordinate relationships with international private sector partners (corporations and foundations) that want to connect their national subsidiaries with National Societies that will directly benefit from this partnership, and foster relationships (together with the relevant National Societies) to support programmes with a global scope.
- Generate global fundraising business insights for the IFRC network through a global platform, the Virtual Fundraising Hub, to share fundraising knowledge and investment mechanisms to develop National Societies' resource mobilization in emerging markets.
- Ensure quality and timely delivery in line with commitments to donors on implementation and reporting for funds channelled through the IFRC Secretariat, with clear distribution of roles and responsibilities.

#### **Targets by 2025:**

IFRC submits at least **2 flagship proposals of over CHF 100 million per year** with participant and operational National Societies involved in the proposals.

The IFRC Secretariat **mobilizes CHF 80 million of unearmarked funding** per year in addition to the statutory contributions.

The IFRC Secretariat receives an **unqualified opinion in 80% of the audits** of appeal financial statements.

**All National Societies** submit an annual **externally audited financial statement** to the IFRC.

**100% of the evaluation of emergency appeals** include an assessment of the compliance with **the Code of Conduct for Disaster Relief**

**Every** year the IFRC produces an internal document for the Governing Board discussions on the findings from our collective accountability as an IFRC-wide membership.

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### **Enabler 3: Trusted, owned and valued by the membership with greater emphasis on National Society Development**

This enabler focuses on how the IFRC is positioned as a principled and trusted network which is owned and supported by its membership, and it strives for mutually respectful cooperation and coordination within the Red Cross Red Crescent Movement, as well as with external partners.

To achieve this, IFRC will work on a substantial effort to listen the membership needs and respond accordingly, recognizing the singularities and universality of our organization. IFRC trust will be proportionally related to the level of organizational growth of Red Cross Red Crescent Societies at local and Headquarters level, and to their leadership to address humanitarian and development issues with the right people and with the relevant coordination and Cooperation.

The IFRC Secretariat will strengthen the trust and ownership of its membership in Secretariat activities and those of the network. It will also support National Societies to build trust with communities, governments, partners and other stakeholders. The Secretariat will act on the commitment made in 33<sup>rd</sup> International Conference of the International Red Cross and Red Crescent Movement to build trust as a major priority.

Access to, and effective engagement with communities requires significant trust in impartial humanitarian action. Trust must be earned consistently by making decisions that demonstrate a commitment to the mission, Fundamental Principles and values of the Movement at every level of the organization and its membership. Trust is a fragile and reciprocal process, which means that understanding and being close to communities is essential. Locally-led responses to disasters and crises will increasingly drive domestic and international response. Trust is the most critical currency for the future of humanitarian action, and for an IFRC that is valued and owned by its members. Trust results from humility, accountability and transparency, as well as consistency in performance and engagement.

To achieve this, we will work collectively, with a united network of National Societies that share a collective sense of ownership of their organisation, the Secretariat and the global network. The IFRC Secretariat will prioritise National Society Development as a key investment to provide volunteers with the skills and capacities to maintain and increase the trust of communities and influence principled local action, thus

contributing to social cohesion. Without building a highly-trusted network, it will be difficult to position the Red Cross and Red Crescent as a credible partner in the humanitarian eco system/world that can demonstrate collective impact and shared outcomes.

The IFRC must think, act and deliver as a membership organization. It must also promote a genuine spirit of cooperation to reinforce our work as a network to guarantee that its approaches are always community driven, ensure greater efficiency and effectiveness, and advance its quantitative and qualitative collective impacts.

## Prioritizing National Society Development

The trust enjoyed by National Societies depends on their core strengths as institutions, including their sustainability, predictability and good governance. Reprioritising the Secretariat's role in National Society Development (NSD) is a critical step for IFRC to reinvigorate the trust and ownership of members. The Secretariat will build on the strength of National Societies and scale up investment to enhance their capacities through a consistent and principled approach to NSD, placing stronger emphasis on different forms of leadership initiatives, a sound legal base and efficient systems and structures to operate with agility, efficiency and accountability and energetically perform their auxiliary role. Concurrently, it will steadily accompany the implementation of the outcomes resulting from National Societies' organizational capacity assessments.

The IFRC Secretariat will contribute to greater localization with a strong focus on branch development and ensuring relevant services to the "end-user", which are key components for strengthening the effectiveness of National Societies and building trust at the most local level. Similarly, the efforts for ensuring the safety and security of staff and volunteers and their space for growth, development and contributions in the humanitarian agenda, will have greater priority, as well as the endeavours to encourage innovation and boost and solidify youth engagement.

The IFRC Secretariat will work to strengthen the capacity and systems of the National Societies, which includes their financial sustainability, to maintain quality services for communities and support them to identify and secure sustainable income streams to maintain regular services and operations. This also includes supporting their long-term strategies, organizational models, accompanying their change management processes and reinforcing their engagement with stakeholders. It will do so by delivering with its know-how on NSD and leveraging the capacities of communities of practice for peer-to-peer support, ensuring the match of development needs and appropriate quality of support, as well as developing new approaches and capturing the learning generated to inform more efficient and effective action.

The IFRC Secretariat will remain sensitive to National Societies' diverse operational contexts, needs and interests, as well as expectations from the Secretariat. This requires greater listening and a transparent system to collect, analyse and act on the membership's needs in terms of support. Enhanced channels for accessible and fluid communication based on active listening will foster the transparent collection of this information and shared reflection.

**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.

*To achieve this outcome, the IFRC Secretariat will support National Societies to:*

- Assess their development needs, revise their legal base (including amending statutes) and through strategic and development plans better address sustainability of their services.
- Strengthen the global distributed networks of branches, ability to co-design activities to strengthen local action via communities of practice and supported by a global virtual platform.

- Improve their financial sustainability through investment in three pillars (accountability and systems development; resources mobilization; vision and mandate).
- Align all external support in NSD (including capacity building initiatives of systems and structures in areas such as HR, Comms, Logistics, RM, IT, Finance) by Movement and non-Movement partners to National Society priorities and development plans in line with the principles of the NSD Compact.
- Develop and adopt guidelines, tools and mechanisms (including a fraud and corruption policy, PSEA policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks.

**Targets by 2025:**

- 100% of NSs have their statutes revised according to the new Guidance for National Society Statutes.
- 100,000 volunteers registered on the IFRC global virtual platform.
- At least 5 partner National Societies specialize in financial sustainability support.
- **50% of National Societies** have aligned their external support in NSD with the principles of the NSD compact.
- **100% of National Societies** have functional **mechanisms for integrity and reputational risks**

**Targets by 2022:**

- **100% of IFRC Secretariat offices** provide branch development support to targeted National Societies and will promote opportunities for scaling up a common branch development approach among the membership.
- **100% of IFRC Secretariat offices** have included in their plans support for the **sustainability of essential services** that reach most vulnerable communities.

**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.

*To achieve this outcome, the IFRC Secretariat will support National Societies to:*

- Engage youth, volunteers and young community-based drivers of change to contribute to decision making, innovation and strengthening the domestic network
- Ensure that the needs of young people from all backgrounds are well understood by leadership and are accurately reflected in the strategic and operational plans and programme delivery of National Societies.
- Ensure the 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.
- Strengthen mechanisms to protect volunteers, promote psychosocial wellbeing and provide greater support to those killed or injured in the line of duty, and their families.

### **Targets by 2025:**

- 50% of National Societies have created and implement youth engagement strategies
- **100% of National Societies have governing board members** who are youth and/or from underrepresented groups.
- **50% of National Societies have volunteer** bases that reflect the country's diversity (gender, local languages, cultures, marginalized groups, among others)
- **100% of National Societies** have comprehensive functional **mechanisms to ensure volunteers' safety and security.**

## 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 equal age and gender equality, while enhancing geographic and cultural inclusion. This journey of learning entails leadership training, support for new roles and coaching and mentoring. This learning across the IFRC will be enhanced with the promotion of greater intergenerational dialogue to constantly renew ideas, promote innovation and better adapt to young people's ambitions and expectations. This steady process will help to develop functional capacities and competencies to achieve a more diverse, and representative leadership in the IFRC network.

**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.

*To achieve this outcome, the IFRC network will:*

- Develop a talent management strategy that identifies and promotes professionals within the network to foster age and gender equality, diversity and cultural and geographical inclusion
- Roll-out a new generation of leaders programme with technical support (between peers and from the Secretariat), training and mentoring.
- Institute an inter-generational dialogue as a regular mechanism to reduce generation gaps within the IFRC network.

### **Targets:**

- By 2021, all IFRC offices will promote peer-to-peer support opportunities as a component for career advancement and mutual learning.
- By 2022, the IFRC will launch the new generation of leaders programme that provides training, coaching and other support for new leaders.
- By 2025, an evaluation will be done to verify if the programme ensured gender parity, equitable geographic representation, and the membership's understanding of the programme impact in National Societies and IFRC Secretariat.
- By 2025, and starting in 2021, an intergenerational dialogue will be implemented and will serve to improve management capacities and opportunities for young people to better integrate into IFRC and RCRC initiatives.

## Strengthened membership coordination

Coordination of member Red Cross and Red Crescent National Societies is a core statutory obligation of the IFRC. While the IFRC has important mechanisms in place already, such as the surge mechanisms activated in the immediate aftermath of an emergency, a stronger focus on membership coordination is required throughout the IFRC Secretariat. The Agenda for Renewal identifies membership coordination as a key priority for the IFRC Secretariat in the next four years. As shown in the diagram, technical, operational, and leadership/ strategic coordination is implemented at the country, cluster, regional and global levels. For functional membership coordination, significant efforts are needed at all levels for National Society leadership coordination, peer exchange and support, and technical and operational coordination.



The IFRC Secretariat's stronger coordination with and among its membership will provide opportunities to preserve resources, eliminate duplication and enhance efficiencies for greater impact. The IFRC network will be invigorated with a better coordinated IFRC membership; and, in partnership with ICRC, our network will strengthen the broader Red Cross Red Crescent Movement red pillar.

### *Membership coordination in situation of disasters and crisis*

In situations of disasters and crisis, a Federation-wide approach will be used. The approach is based on the centrality of the host National Society domestic response plan and its auxiliary role with the public authorities in the humanitarian field, while articulating the role played by the IFRC Secretariat in supporting the domestic response and coordinating the IFRC network in responding to the disaster.

Benefiting from the presence of bilateral partner National Societies in country, technical co-creation groups will be established to plan together, feeding into the National Society domestic response plan, including reporting, monitoring and evaluation mechanisms. The response will mobilize the collective resources of the IFRC network, sharing leadership among the IFRC Secretariat and National Societies to provide broader thematic and/or geographic support, leveraging the expertise of different National Societies for enhanced collective impact. As the COVID-19 experience indicates, these initiatives have resulted in valuable peer support between National Societies in-country as well as the adaptation or production of innovative tools and guidance of global applicability. This approach will also advance broader Movement planning and coordination in contexts where ICRC is present, to ensure that there is a holistic view of the contributions of all Movement components present, in accordance with their mandates and capacities. Led by the host National Society, joint planning and co-creation in country should also extend beyond the emergency situation to longer term development activities in the country.

As a network, we must better gather and reflect the successes of the collective, strengthening tools such as the Federation-wide planning and reporting systems, to project the quality and breadth of the support that the IFRC network provides as a collective that annually delivers services worth 33 billion Swiss francs. The COVID-19 operation, with a revised Emergency Appeal for CHF 1.9 billion Swiss francs for Federation-wide activities, is an example to be replicated and refined for all large-scale emergencies, and should also be reflected in our development programmes.

There will be an increased emphasis on making the IFRC a more effective platform for international coordination of emergency operations in times of peace, for collective representation of the IFRC in policy discussions and in National Society development and capacity strengthening. This requires systemic change in our approach and mindset and in our policies and procedures. The IFRC Secretariat

will invest in systems, mechanisms, and human resources to play a more effective and strategic coordination role.

An essential element of strengthening our membership coordination is having the right tools to collect data from the membership. Good decision-making and building trust is based on the creation and collection of comprehensive data that serves as the evidence base for our activities and funding requirements. The IFRC Secretariat will further develop Federation-wide information management, planning and reporting systems and approaches, to demonstrate the overall scope and value of the entire membership and secure further support from external stakeholders. It will design a comprehensive Humanitarian Information System, bringing together all existing Federation-wide databases, to demonstrate our collective impact and visualize our local, regional and global impact under Strategy 2030.

The quality of the data provided by National Societies depends on their capacities and coordination within its branch network (headquarters and branches). The Secretariat also will assist in the strengthening of National Societies' systems and structures to enable them to collect high-quality quantitative and qualitative data.

The IFRC will utilise evidence from regular capacity assessments (such as the 3W report on the Go platform) to increase the synergies between members and become a more effective platform for international and strategic coordination and collective representation.

#### *Shared Leadership*

As set out above, working together with clearly defined roles, responsibilities and reciprocal accountability within a collective plan is the basis of in-country shared leadership between the IFRC and its member National Societies. The IFRC also shares leadership with its National Societies in important thematic areas, including cash, forecast-based financing and climate change adaptation. The IFRC Secretariat will continue to promote opportunities to increase internal coordination, improve our capacities and coherence in humanitarian response and achieve the much-desired effectiveness and efficiency in humanitarian aid through shared leadership initiatives.

#### *Shared Leadership - Reference centres coordination*

From 2003 to the present, the Red Cross and Red Crescent has established 12 global and regional reference centres. While the degree of coordination and alignment of these centres with the Secretariat vary—some integrate planning and budgeting while others remain more independent—these are among the most important partnerships with members, adding to and complementing the expertise and capacities within the IFRC network. Most centres have a very clear technical and knowledge development approach and provide valuable support to the IFRC and National Society programmes in these areas. However, their role in supporting the IFRC Secretariat programmes and operations, in particular in disaster preparedness, response and recovery is less developed, and will be a focus in the coming years.

#### *Integration services*

Since 2005, IFRC has been providing integration services to National Societies operating bilaterally. After the 2019 creation of the new Policy and Procedure for provision of In-country Integration and Administrative Services for National Societies, there is a need to ensure that the policy is implemented and to address cases of non-compliance.

**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.

*To achieve this outcome, the IFRC Secretariat will:*

- Develop an overarching strategy for membership coordination and practical tools (handbook for membership coordination in operations, Humanitarian Information System) and create regional/country coordination positions to reinforce membership coordination at the field level.
- Promote and implement Federation-wide membership emergency appeals and country plans (including shared planning, monitoring, and reporting frameworks) based on the host National Societies' strategies and plans.
- Promote, co-create and implement shared leadership initiatives (reference centres and knowledge hubs, integration services, sharing human resources) and increasingly use country support mechanisms to provide peer support to host National Societies.

**Targets by 2025:**

- At least 60% of Secretariat staff at RO/ CCST/ CO levels, have been trained on membership coordination approaches that are rooted in the overarching IFRC strategy on membership coordination.
- A Comprehensive Humanitarian Information System is established and functional.
- At least 70% of large-scale emergencies with an appeal in excess of CHF 10 million use a single planning and reporting framework.

**By 2022:**

- 50% of the countries where more than two IFRC members are present is implementing at least one membership coordination mechanism, in line with the IFRC membership coordination strategy.

## Movement Cooperation

The IFRC Secretariat, National Societies and ICRC will maintain sustained and transparent dialogue to ensure that Movement relations are effective and are based on mutual respect as equal partners. As a Movement, we will reinforce the 'Red Pillar' footprint within the humanitarian eco-system and work with pragmatism and flexibility in times when the humanitarian imperative demands unity of action. National Societies will be more engaged, influential and vocal in Movement platforms, including Strengthening Movement Cooperation and Coordination (SMCC), reinforcing their auxiliary role and visibility in their own countries.

Working together with the ICRC, the IFRC Secretariat will continue to implement SMCC 2.0, focusing on the priority workstreams set out in the Council of Delegates resolution in 2019 and the subsequent Plan of Action.

- a. Ensuring efficient and well-coordinated use of conferred responsibilities of Movement components in support of the conduct of operations and other activities, and in influencing stakeholders at every level (*see below for more actions on the Seville agreement*).
- b. Ensuring Movement-wide consistent data management to enhance operational response, and ensure accountability, as well as providing timely information on the Movement footprint to internal and external stakeholders to increase our overall humanitarian funding and reinforce the relevance and visibility of Movement operations.
- c. Pursuing the development of the interoperability of systems to ensure agile and flexible support to operations.
- d. Understanding and utilizing the capacities of Movement components to contribute to a response, including domestic competencies of National Societies, with a view to ensuring services are provided efficiently and with the required quality.
- e. Ensuring Movement readiness for response by employing existing SMCC tools to promote common planning and analysis, and coordinated activities, reflecting on whether other tools are

required, developing an evidence base with good practices in coordination and considering different operational models to suit different contexts.

- f. Promoting complementary domestic and international response while ensuring the coherent and sustained development of local capacities, including in resource mobilization and in alignment with the localization agenda, emphasizing the need for operations that are as local as possible and as international as necessary.
- g. Enhancing the scalability of the response in large-scale crisis in a manner that reinforces the position of the Movement as a key global responder.

The IFRC will review the Seville Agreement and its Supplementary Measures with effective engagement of all Movement components. The review of instruments and guidelines will ensure they are relevant and effective to address the emerging challenges and to ensure a consistent approach to operational coordination and cooperation.

**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.

*To achieve this outcome IFRC Secretariat will:*

- Promote and facilitate strong engagement of National Societies and wider IFRC participation for the successful implementation of SMCC 2.0
- Facilitate a review of the Seville Agreement and Supplementary Measures as the basis for a potential proposal for changes to be adopted by the Council of Delegates.

#### **Targets by 2025:**

- 30% of National Societies are engaged in the SMCC 2.0 process at either the strategic or operational level, including participation in the National Society Reference Group or Movement Implementation Teams, as co-chairs or members.
- 100% of the actions established in the SMCC 2.0 workplan will be achieved to improve the capacity of the Movement to efficiently provide complementary responses to medium- and large-scale emergencies, assisting host National Societies and reaching the affected communities.
- The Seville Agreement and Supplementary Measures are reviewed to propose changes to increase relevance and effectiveness.

## **Community Engagement and Accountability**

Strategy 2030 proposes an urgent shift of leadership and decision-making to the most local level – placing local communities at the very centre of change. To do so, the IFRC Secretariat and National Societies must be accountable to the communities that it serves and work collaboratively with people and communities so that its actions are effective, inclusive, and sustainable. Community Engagement and Accountability is an overarching approach supporting all programmes and operations. It includes processes to systematically listen to, engage and communicate with people and communities in order to better understand their diverse needs, vulnerabilities and capacities; to gather, respond to and act on feedback and input about their priorities and preferences; and to provide safe and equitable access and opportunities to actively participate in decisions that affect them.

**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

*To achieve this outcome, the IFRC Secretariat will:*

- Support the IFRC network to institutionalize and integrate the six Movement commitments for community engagement and accountability
- Support the IFRC network to strengthen engagement with and accountability to communities through integrating mechanisms for communication, participation and feedback and complaints within programmes and operations.
- Strengthen 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.
- Integrate 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.
- Track community engagement and accountability performance through adopting a measurement framework, with clear benchmarks, ensuring consistency and alignment with international commitments, such as the Core Humanitarian Standard for Quality and Accountability.
- More systematically collect, analyse and share evidence demonstrating the impact of stronger engagement with communities on programme and operational quality.
- Improve coordination and communication among Movement members who are supporting community engagement and accountability efforts at country, regional and global level
- Establish 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.

**Targets by 2025:**

- At least 50 National Societies integrate and institutionalize the Movement-wide commitments for community engagement and accountability in its policies, operations and procedures, with clear benchmarks

## Attachment 1: Results matrix

## Attachment 2: IFRC Budget