



REGULAR RESOURCES REPORT 2023

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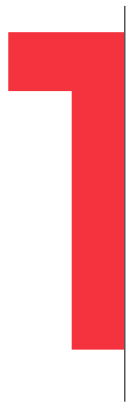
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CONTENTS

Message from the Secretary General	4
The importance of regular resources	5
Delivering on the IFRC's core mandate	5
Allocation of regular resources	9
Regular resources income and expenditure	10
Funding	10
Expenditure	11
Impact of regular resources	14
Strategic and operational coordination	14
National Society development	17
Humanitarian diplomacy	20
Accountability	21
Case studies	25
Saving Lives and Livelihoods Initiative in Africa	25
National Society development in Costa Rica	28
Climate: Early Warnings for All in Asia Pacific	31
Strengthening resource mobilization capacities in Europe	34
The power of humanitarian diplomacy in Syria	36



MESSAGE FROM THE SECRETARY GENERAL

I am very pleased to share with you our second Annual Report on Regular Resources.

Regular resources are crucial in enabling the IFRC to fulfil its core mandate at country, regional and global levels, ensuring a long-term, sustainable and reliable presence in supporting our 191 member National Societies to respond to the world's ever increasing humanitarian challenges, and supporting our IFRC network to play a leading role in the localization of humanitarian assistance.

To work towards IFRC's *Strategy 2030* and our *Agenda for Renewal*, regular resources are essential. Our investment of regular resources in our four core mandate areas – strategic and operational coordination, humanitarian diplomacy, National Society development, and accountability and agility – is of critical importance. It helps to ensure that National Societies can deliver better quality programming and achieve greater humanitarian impact. To live up to the trust National Societies place in us, we must be ambitious, focused and work to scale. Flexibility in funding is vital.

Regular resources support a small but strong IFRC, to be better able to support our membership. Our IFRC network is vast – 191 National Societies, with 225,000 local branches and units, and 16 million volunteers around the world. In 2023, it was estimated that the IFRC network reached more than 200 million people around the world in emergency response and long-term development programmes. We pride ourselves that our overheads are smaller than many organizations. Our funds are limited, and it is vital that resources are used in the most efficient way, to ensure we add most value to our membership. This report demonstrates how regular resources have made a huge difference to our work.

In 2023, with 126.2 million Swiss francs in regular resources funding for the IFRC, we were able to raise nearly 1.5 billion Swiss francs that were channelled to our member National Societies for their humanitarian work. We have been gradually increasing our regular resources income, and our ambition remains to arrive at 150 million Swiss francs in regular resources per year by 2025, so we can increase investment in our core areas of work, and especially our support to National Societies at country level.

I would like to thank all our partners who have made contributions to our regular resources in 2023. Your support has been invaluable in enabling the IFRC to deliver on its core mandate, providing essential long-term support to our National Societies, and enabling them to have ever greater humanitarian impact.

Jagan Chapagain
Secretary General, CEO

International Federation of Red Cross and Red Crescent Societies

2

THE IMPORTANCE OF REGULAR RESOURCES

This report demonstrates the critical role that regular resources play in enabling the IFRC to deliver its core mandate, in support of its 191 member National Societies. Regular resources fund key functions of the IFRC and enable it to provide membership services to National Societies, while prioritizing developing capacities where most needed.

Regular resources consist of statutory contributions (membership fees) from our member National Societies, donations from partners (mostly government partners), cost recoveries, and other flexible income. In 2023, regular resources income was composed of 47.8 per cent from cost recoveries, 26 per cent from statutory contributions, 21.2 per cent from contributions and donations from partners, and 5 per cent from other regular resources income.

Delivering on the IFRC's core mandate

The IFRC's mandate is to support the work and development of its 191 member National Societies around the world, represent them, and provide strategic and operational coordination. The size of the IFRC network is a strength and at the same time requires significant and varied support. Flexibility in funding to the IFRC is essential for its ability to carry out its core functions for its members.

Throughout 2023, regular resources were vital in enabling the IFRC to maintain its minimum structure at country, regional and global levels, so it was able to deliver on its core mandate, to support our National Societies and ensure maximum humanitarian impact of their work.

This mandate is delivered through the following four core functions:

1. Strategic and operational coordination: The IFRC supports National Societies to be credible, effective and relevant national actors with local reach. This includes ensuring greater alignment with partners to plan according to National Society priorities and enabling conditions, to connect with and learn from one another, to capitalize on existing capacities, and make the network stronger. When crises surpass the capacity of a host National Society to respond, the IFRC coordinates the network's response when international assistance is sought, increasing effectiveness and efficiency. Towards development, it ensures support is grounded in National Society priorities, linked to *Strategy 2030* and contributes to their own country's commitments to the Sustainable Development Goals and global agendas. Coordination includes membership coordination, Movement coordination, coordination with external partners and resource mobilization. The IFRC also leverages its international organization status to facilitate access to resources that National Societies would not normally have access to. The IFRC channels those funds directly to its National Societies, which is in line with the localization agenda and is enabled by our membership nature.

2. National Society development: The IFRC's principal objective is to support the work of National Societies, adjusting to the challenges of each context, whether in conditions of fragility, protracted crises, in peace or in development. It supports National Societies to become strong, effective local organizations that are trusted, accountable, efficient, sustainable and able to carry out programmes for at-risk communities at scale. Institutionalizing National Society development within the regular resources of the IFRC guarantees stronger adherence to the commitments to the localization agenda, and to the IFRC's *Strategy 2030* and Agenda for Renewal, putting National Societies at the centre of their own development path.

3. Humanitarian diplomacy: The IFRC represents the network to influence global discussions and decisions in the interests of at-risk communities. The IFRC also engages in advocacy to advance priorities for at-risk people and supports National Societies in their domestic advocacy efforts. Humanitarian diplomacy is about amplifying the voice of our membership. The IFRC's status as an international organization means that we can facilitate access for National Societies to global discussions and networks.

4. Accountability and agility: We are accountable to the people we serve, our donors and supporters, and to our IFRC network, staff and volunteers. The IFRC must ensure accountability – operating always with integrity in accordance with our Fundamental Principles and in line with the applicable statutory texts, rules, policies and procedures. The IFRC's accountability work includes areas such as risk management, digital transformation, audit and investigations, safeguarding, prevention of fraud and corruption, and integrity strengthening. We have a critical role to support National Societies to be more accountable.

Regular resources are dedicated to fulfilling the IFRC's core functions. These are the vital functions that the IFRC has identified to support and facilitate the humanitarian and development work of National Societies. This work includes substantial efforts to strengthen integrity in the way National Societies operate with relevant frameworks and policies, mainstreamed at headquarters and local branch levels. It focuses on ensuring that National Societies can deliver effective and appropriate life-saving programmes and longer-term humanitarian services, and supports the development of their capacities as strong accountable local actors in the long-term.

The IFRC makes targeted investment in priority areas related to financial sustainability; accountability; systems development (finance, human resources, technology); volunteering (including youth); and gender, protection and inclusion. This investment acts as seed funding to ensure that base functions can be carried out. Even more importantly, this investment has a multiplier effect, supporting the IFRC to work in partnership and secure additional programmatic funding. An example is the DG ECHO Pilot Programmatic Partnership funding, where regular resources enabled the IFRC to realise a partnership, securing 210 million Swiss francs to support 24 National Societies over three and a half years in their humanitarian work.

PROFILE

NAEMI HEITA HEAD OF DELEGATION FOR ANGOLA AND MOZAMBIQUE

Maputo



Naemi has been Head of the IFRC's Country Cluster Delegation for two years. A Namibian national, she has worked for the IFRC network for 17 years, first for the Namibian Red Cross, becoming its Secretary General, and then working for the IFRC in southern Africa.

The IFRC's Delegation has a total of 20 staff, of which three are covered by regular resources: the Head of Delegation, and the planning monitoring evaluation and reporting coordinator and assistant. The delegation supports the Mozambique Red Cross and Angola Red Cross to meet humanitarian challenges; these include cyclones, floods and epidemics in Mozambique and food security, epidemics and drought in Angola. Equally important is support in strategic and operational coordination, capacity development, and humanitarian diplomacy. Support in accountability is also key, reinforcing the National Societies' financial and reporting systems.

In 2023, Naemi's biggest achievement was supporting the positioning of the Angolan Red Cross to regain the confidence of the public and key partners in-country, including the government, and supporting the establishment of new governance of the National Society. Two new Memoranda of Understanding with the government are being concluded: one in integrated community health and one in food security and nutrition.

As Naemi says, "Regular resources are invaluable: they help us to constantly support these two National Societies, to deliver the IFRC's core mandate, to provide strategic leadership support, as well as operational and technical support, and to always be close to them".

Contribution to humanitarian impact

Regular resources play a direct role in contributing to the humanitarian impact of National Societies. As the IFRC pursues an ambition to grow regular resources, it is also prioritizing their allocation to country level, where IFRC delegations provide the most direct support to National Societies, in emergency response and in their long-term work.

Regular resources complement programmatic funding, and the complementarity enables the IFRC to support National Societies across the breadth of their work, and to support their development as strong actors. Regular resources enable the following:

- Capacity to enhance leadership development and practices to ensure trust and accountability.
- Accompaniment of National Societies (at leadership and technical levels) to mainstream institutional processes across their networks of local branches, committees and units.
- Reinforcement of accountability practices and a culture of transparency at national and local levels.
- Enhancement of understanding and promotion of the principles of humanitarian action and the Fundamental Principles in general.
- The ability to launch and manage IFRC Emergency Appeals to secure international support when needed in response to disasters and crises, so that National Societies can deliver life-saving services.
- Management of the IFRC's specialized funds for emergencies, such as the IFRC's Disaster Response Emergency Fund (DREF), and for capacity development through the Capacity Building Fund and National Society Investment Fund.
- Provision of technical support in emergencies and longer-term programming to ensure that the needs of at-risk people can be met, where National Societies may lack sufficient experience or capacity.
- Coordination within the IFRC network to ensure that National Societies receive the support they need, in the most effective and efficient manner.
- Strategic and operational planning, with context and risk analysis, to ensure effective organizations and programmes that can better assist at-risk people.
- Integrity strengthening through the inclusion of compliance mechanisms and safeguarding.

Regular resources also contribute to humanitarian impact in a less direct way, and through ongoing support to National Societies in areas such as: volunteer management, training for volunteers; leadership; financial management and audits to ensure transparency and accountability; financial sustainability (including capacity for domestic resource mobilization); development of legal frameworks; and facilitating access to funding through the IFRC's International Organization status. At the same time, regular resources have contributed substantially to the IFRC's Capacity Building Fund that supports National Societies to develop. These all significantly enhance a National Society's ability to deliver effective services at scale.

Allocation of regular resources

The process of allocation begins with an analysis of planned and anticipated thematic and emergency work and is based on the IFRC's Plan and Budget, IFRC network country plans, regional and headquarters annual plans, and ongoing Emergency Appeals.

The annual planning process is carried out at country, regional and global levels, following the IFRC's results-based management approach, a compilation of resource needs as part of building the IFRC's Global Plan, and review by the Plan and Budget Steering Committee (composed of IFRC senior management), and taking projected income into account.

The IFRC's Secretary General holds the decision-making authority in the allocation of regular resources, with input from the IFRC's Senior Leadership Team.

Priority is given to the following:

- Strengthening the IFRC's country presence, particularly country and cluster delegations, to best support our 191 member National Societies.
- National Society development: investing in the capacity development of National Societies, supporting localization, and in contexts of fragility, protracted crises, and settings at high risk of disasters and crises.
- Ensuring global capacity to deliver on the IFRC's core mandate, enabling implementation of IFRC's *Strategy 2030* strategic priorities by National Societies.
- Ensuring increased transparency and accountability throughout the network.
- Innovation: providing seed funding for strategic priorities.

After initial allocations are made at the start of the year, there is a regular quarterly review process. Each quarter, the IFRC Plan and Budget Steering Committee reviews the income assumptions, spending against the identified priorities, identifies cost savings and other funding received, and makes decisions on allocation of those resources to the changing needs throughout the year.

Having the flexibility to allocate these funds is another reason why regular resources are so important. The stated process makes sure that these resources are always used where they are needed most.

3

REGULAR RESOURCES FUNDING AND EXPENDITURE

Funding

The regular resources funding which the IFRC receives each year comes from four main sources:

- Statutory contributions (membership fees from National Societies).
- Cost recoveries from programmes and operations.
- Unrestricted donations (mostly from state partners).
- Other income.

Funding generated through membership fees is insufficient to cover the support the IFRC provides to National Societies. Cost recoveries, while intended to continue to grow with our increased ability to mobilize resources for our member National Societies, are still not sufficient to cover the gap. Hence the IFRC relies on stable voluntary contributions to secure sufficient regular resources funding to meet its needs.

In 2023, the total regular resources funding received was 126.2 million Swiss francs:

Regular resources funding in 2023 (CHF millions)	
Statutory contributions (membership fees from National Societies)	32.8
Cost recoveries (includes indirect cost recoveries, donor specific recoveries, logistics cost recoveries, fleet cost recoveries and other cost recoveries)	60.4
Unrestricted donations (mostly from state partners/donors)	26.7
Other income	6.3
TOTAL	126.2

Regular resources unrestricted donations (CHF millions)	
British Government	10.2
Swiss Government	3.0
Swedish Government	2.4
Estates – United Kingdom	2.4
Hungarian Government	1.3
Irish Government	1.2
The Netherlands Red Cross (from Netherlands Government)	1.1
The United Arab Emirates	0.8
Italian Government	0.8
Panama Government	0.7
Fondation des Immeubles pour les Organisations Internationales (FIPOI)	0.5
British Red Cross (from Land Rover)	0.5
Kuwait Government	0.2
French Government	0.2
Charities Aid Foundation	0.2
Online donations	0.2
New Zealand Government	0.1
Others	0.9
TOTAL	26.7

Expenditure

In 2023, the IFRC reported a total expenditure of 118.2 million Swiss francs of regular resources.

These funds were utilized to achieve impact in ensuring sustainable IFRC country, regional and global presence, and supporting National Societies through the core functions of the IFRC, as mentioned above.

The allocation of regular resources funding for country delegations is essential to ensure a permanent, predictable and long-term presence to support National Societies. It enables the IFRC network’s planning centred on the National Societies priorities, facilitates fast scale-up when a disaster occurs, and powers the IFRC’s support of localization. It ensures that IFRC offices remain operational regardless of fluctuations in project funding.

The IFRC has tripled allocations at the country level since 2020. In 2020, not every delegation received funding from regular resources. In 2021, all heads of delegation were covered by regular resources and in 2022, all heads of delegation, plus an average of one national staff per delegation (usually a National Society development officer or operations coordinator) were covered. The IFRC further increased investment at the country level in 2023; increasing from 14 million Swiss francs in 2022 to 21 million Swiss francs in 2023.

In 2023, more than 16.5 million Swiss francs of regular resources was dedicated to the management of the IFRC’s country delegations, ensuring a strong local presence in support of National Societies. More than 14.7 million Swiss francs of regular resources was used to continue to strengthen the IFRC’s ability to deliver effective coordination services to its members. The IFRC’s commitment to the digital transformation of its network was supported by 15.2 million Swiss francs of regular resources, and more than nine million Swiss francs of regular resources was invested in supply chain management, to ensure that National Societies have the tools and materials they need to deliver services quickly and effectively. Additionally, nearly 8.5 million Swiss francs of regular resources ensured the IFRC’s ability to support National Societies’ capacity development.

Regular resources expenditure by IFRC results-based matrix (CHF millions)		
Strategic priorities		
Climate and environment	Climate change adaptation	0.7
	Climate change mitigation	0.6
Disasters and crises	Community risk reduction	0.5
	Disaster and crises response	2.6
	Disaster Law	0.2
	National Society disaster management capacity	2.0
Health and wellbeing	Health services	1.7
	Health services in emergencies	0.4
	Health strategy, policy and advocacy	0.3
	Water, sanitation and hygiene (WASH)	0.3
	WASH in emergencies	0.2
Migration and displacement	Assistance and protection to migrants and displaced people	0.5
	National Society migration capacity	0.6
Values, Power and Inclusion	Community engagement and accountability	0.1
	Humanitarian values and principles	0.7
	Protection, gender and inclusion services	0.9
Sub-total Strategic Priorities		12.3
Enabling functions		
Strategic and operational coordination	External coordination	3.0
	Financing the future	5.4
	Membership Coordination	4.7
	Movement Cooperation	1.6
	Shelter cluster coordination	0.03
National Society development	National Society Development	7.7
	Volunteering and youth	0.7
Humanitarian Diplomacy	Influencing and humanitarian diplomacy	6.4
Accountability and agility	Digital transformation	10.2
	Innovation	0.8
	Integrity and accountability	65.4
Sub-total Enabling functions		105.9
Grand total		118.2

PROFILE

NELSON ALY RODRIGUEZ HEAD OF CLUSTER DELEGATION FOR CENTRAL AMERICA

Tegucigalpa, Honduras



Nelson has been Head of the IFRC's Country Cluster Delegation for Central America for seven years. A Honduran national, he has worked for the Movement for 44 years, first working for the Honduran Red Cross, and then with the IFRC and with the ICRC in the Americas region.

The Central America Cluster Delegation now covers five countries: Costa Rica, El Salvador, Guatemala, Honduras and Panama. In 2023, the Delegation had a total of 30 staff, of which four key positions were covered by regular resources: Head of Delegation, operations and programme coordinator, the National Society development coordinator and regional volunteer coordinator. The main priority is strengthening the capacities of the National Societies.

For Nelson, his biggest achievement in 2023 was strengthening the relationships of the Costa Rican Red Cross, Guatemalan Red Cross, Honduran Red Cross, Panama Red Cross and Salvadorean Red Cross with their respective governments, strengthening their dialogues and their auxiliary roles. In 2023, a new Red Cross Law was approved in Panama, and a new Red Cross Law will be approved in Costa Rica in 2024.

As Nelson says, "Regular resources are critical in all our work, and complement other resources. They enable the IFRC to provide technical support to National Societies, supporting their implementation of Strategy 2030, strengthening their humanitarian action. Without regular resources this work would not be possible".

4

IMPACT OF REGULAR RESOURCES

This section provides country, regional and global level examples of work that was carried out in 2023, to show how the IFRC used regular resources to contribute to impact, supporting National Societies in strengthening their humanitarian activities.

The examples are structured by the IFRC's four core enabling functions: (1) Strategic and operational coordination; (2) National Society development; (3) Humanitarian diplomacy; and (4) Accountability and agility (cross-cutting).

Strategic and operational coordination

Africa

In 2023, the leadership of the IFRC's Regional Office for Africa and heads of country and cluster delegations have been crucial in providing strategic and operational coordination, enabling the IFRC to continue its partnership with the Africa Centres for Disease Prevention and Control and the Mastercard Foundation, for the implementation of the new Resilient and Empowered Africa Community Health (REACH) programme. Working with member National Societies, the programme supports the building of a robust workforce of community health workers capable of responding to future pandemics, with the ambition of scaling up five million community health workers across Africa over five years (2022–2026), to improve the reach, impact and efficacy of health services.

Americas

In Colombia, the establishment of the new IFRC delegation in 2023 enabled the IFRC to support the **Colombian Red Cross** in its humanitarian work. The delegation contributed to coordination within the International Red Cross and Red Crescent Movement and cooperation with external partners. In Colombia, there are four participating National Societies present and a large International Committee of the Red Cross (ICRC) presence. Progress was made in implementing the IFRC's New Way of Working, a mechanism to improve and increase coordination, and in implementing the new unified country plan, to which all partners contributed, for both 2023 and 2024. The new IFRC delegation also supported the Colombian Red Cross in dialogue with its government, at the Inter-Agency Standing Committee and at key international events, including, importantly, on climate and migration.

Asia Pacific

In Afghanistan, a country with one of the world's worst humanitarian crises, regular resources have been crucial in enabling the IFRC's delegation to fulfil its commitment to support the **Afghan Red Crescent Society** in its humanitarian work, especially in strategic and operational coordination. Support is provided in Movement coordination, as well as coordination with external partners. Providing support to the National Society in its dialogue with the local authorities is important, as well as support in coordination with UN agencies and other humanitarian actors. With 24 million people in need of humanitarian assistance (half of the country's population), the IFRC's support to the National Society has been critical in ensuring effective humanitarian response and maximizing humanitarian impact.

Europe

During 2023, the IFRC significantly advanced climate action in the Europe region through the creation and implementation of a Climate Action Roadmap to meet the commitments agreed in the IFRC network's Europe Regional Conference in Tbilisi in 2022. Owing to regular resources, extensive consultative and participatory coordination and implementation work related to the Climate Roadmap were ensured, significantly advancing this critical agenda for the region. This investment has resulted in climate funding for the region and has helped National Societies adjust operations, programmes, plans and strategies to better take into account climate risks, both in mitigation and adaptation. This process strengthens National Societies' and communities' abilities to anticipate, prepare and react to the climate-related events and risks that are growing in the region.

Middle East and North Africa

When the earthquake struck Syria in February 2023, the IFRC was already present, through its country delegation, supporting the **Syrian Arab Red Crescent** in delivering life-saving assistance. With the National Society leading the immediate response as the primary humanitarian aid provider in the country, the capacity built by the IFRC during the many years of the protracted crisis, and the initial allocation from the IFRC's Disaster Response Emergency Fund (DREF) just after the earthquake occurred, the National Society was able to swiftly mobilize its expertise and resources across the country. The Head of Delegation in Syria played a crucial role in coordinating strategic and operational efforts for the emergency response, bolstering the Syrian Arab Red Crescent's auxiliary role and engaging in humanitarian diplomacy. The IFRC, in collaboration with the Syrian Arab Red Crescent and participating National Societies, launched an Emergency Appeal aimed at assisting 2.5 million people. One year after the earthquake, the Syrian Arab Red Crescent, supported by the IFRC and its partners, has reached more than 3.5 million people with humanitarian assistance covering their basic needs, including food, water, sanitation and hygiene, and health care.

Global: Unified planning and reporting

2023 was the first year of the IFRC's new unified planning and reporting system. In the first round of unified plans, about 100 [IFRC network country plans](#) covering 126 countries were developed (some are multi-country plans). The support provided by regular resources has been crucial in the creation and roll-out of the IFRC network's new planning and reporting system, as well as in providing support to National Societies to take part in the process, showcasing the IFRC's strategic and operational coordination role.

In 2023, the first round of mid-year unified reporting was carried out. This included narrative reporting and data collection on reach, and income and expenditure. Mid-year unified reports were edited for external audiences, with the involvement of the new IFRC Global Strategic Planning and Reporting Centre, based in New Delhi, India. More than 70 [IFRC network mid-year reports](#) were issued, covering just over a hundred National Societies.

The 2024 unified planning process carried out in mid-2023 benefitted from revised guidance, with key documents made available to National Societies in all IFRC's working languages. Twenty-nine virtual and global planning review meetings were held for 913 National Society and IFRC staff. The events provided a platform for National Societies to present their priorities and challenges and receive valuable feedback from their IFRC network partners to strengthen their plans.

In total 121 country-level unified plans for 2024 or multi-year were submitted. By year end, the publishing of the [IFRC network's 2024 plans](#) was underway.

PROFILE

OLGA DZHUMAIEVA HEAD OF CLUSTER DELEGATION FOR CHINA, JAPAN, MONGOLIA AND THE REPUBLIC OF KOREA

Beijing



Olga has been Head of the Country Cluster Delegation in Beijing for two and a half years. A British national, Olga has been part of the IFRC network for 26 years, working for the British Red Cross, and for the IFRC in several countries in Europe and at the IFRC's Regional Office for Europe.

The IFRC's Beijing Delegation covers China, Japan, Mongolia and the Republic of Korea, and provides support to the IFRC's Delegation for the Democratic People's Republic of Korea. The office has a total of 21 staff, of which two positions are covered by regular resources: Head of Delegation and Deputy Head of Delegation. The main priorities are humanitarian diplomacy, partnerships and resource development, and providing support in thematic areas.

For Olga, there were several significant achievements in 2023, including the signing of a new Memorandum of Cooperation between the Red Cross Society of China and the IFRC, marking an important milestone in strategic collaboration, and opening doors to new areas of cooperation. Also important was the signing of the tripartite Memorandum of Cooperation between IFRC, the Ministry of Foreign Affairs of the Republic of Korea and the Republic of Korea National Red Cross, and high-level engagements with Japan and the Japanese Red Cross.

As Olga says, "Through regular resources, we can contribute to supporting the humanitarian cause globally by mobilizing support from the National Societies and governments of the People's Republic of China, the Republic of Korea, Mongolia and Japan, diversifying the IFRC's resource mobilization base. Regular resources are key for humanitarian diplomacy, building and cultivating partnerships for the IFRC globally".

National Society development

Africa

In 2023, National Society development has remained a top priority in Africa, supported by the IFRC at country, regional and global levels. For example, the IFRC's country delegations and Regional Office for Africa supported the **Malawi Red Cross, Uganda Red Cross, Zambia Red Cross** and **Zimbabwe Red Cross** in identifying needs and priorities, and relevant funding mechanisms, and supported the application process for IFRC and Movement funds dedicated to National Society development.

The **Malawi Red Cross** successfully applied to the Movement's National Society Investment Alliance (NSIA) fund for **the country's first Emergency Operations Centre** and an office building, and to the IFRC's Capacity Building Fund for a Youth House.

The Uganda Red Cross Society received a grant from the Capacity Building Fund and implemented activities to enhance staff hiring, recruitment, and leadership towards a more inclusive and gender-equal environment; mitigating sexual and gender-based violence risks, and improving internal mechanisms such as safeguarding, help/support lines, and delivering safety messages to communities. Following successful implementation of the first grant in 2023, the Uganda Red Cross has made a second application to the Capacity Building Fund to address the National Society's digital transformation needs.

The **Zambia Red Cross** application to the NSIA focused on income-generating streams, including commercial first aid training. The application to the IFRC's Capacity Building Fund addressed the need for widespread consultation meetings during their constitutional review process, that resulted in a new Constitution and leadership inductions.

The **Zimbabwe Red Cross** applied to the NSIA for the development of a Business Plan to expand their business units (clinics and schools) and to the IFRC's Capacity Building Fund to carry out dissemination of strategic policies in branches and for the development of an Enterprise Resource Planning system, including training for staff.

Americas

In 2023, the IFRC's Venezuela Country Delegation provided important technical assistance in the revision and strengthening of contingency and response plans, and preparedness and readiness actions. Five Branch Organizational Capacity Assessments (BOCA) were implemented as part of the National Society Development Plan. Since August 2023, the **Venezuelan Red Cross** has been undergoing a restructuring process, and IFRC has provided support in ensuring the process is participatory and transparent, establishing a roadmap to ensure that all required actions to be fulfilled within 12 months are achieved. These actions include the establishment of integrity and volunteer protection mechanisms, renewal and legitimization of authorities, updating its legal framework and supporting the continuity of humanitarian operations. This included an application for an emergency grant from the IFRC's Capacity Building Fund.

Asia Pacific

The IFRC provided important technical support to the **Malaysian Red Crescent Society** in strategic planning, resulting in its new *Strategic Plan 2030*. The strategy defines the organization's goals and priorities, ensuring its readiness to tackle humanitarian challenges and promote community wellbeing. The IFRC also supported the development of the National Society's Development Plan. Additionally, it has provided support in policy development, for example related to **migration and displacement** in the context of Malaysia, and in capacity building to enhance the National Society's effectiveness and resilience in humanitarian work and community development.

Europe

In 2023, the strategic allocation of regular resources enabled continued investment in membership services. This investment was driven by the urgent development needs of National Societies arising from the Ukraine and affected countries crisis, as well as the ongoing imperative to strengthen the integrity of National Societies and ensure their long-term sustainability. The impact of this work was multifaceted, including membership growth, programme effectiveness, and operational efficiency. Regular resources allowed the IFRC to expand the number of experts embedded within country delegations, ensuring that development support was delivered seamlessly and directly through projects and programmes. Some examples include the IFRC's work with the **Armenian Red Cross** on human resources and branch and volunteering strengthening; and the IFRC's work with the **Tajikistan Red Crescent** and **Kyrgyzstan Red Crescent**, where the IFRC supported Organizational Capacity Assessments and Certification (OCAC) and Branch Organizational Capacity Assessments (BOCA) processes, as part of the National Societies' development plans.

Middle East and North Africa

Regular resources have contributed to the provision of tailored and integrated support to National Societies in the region. In systems strengthening, support has been provided in human resources to the **Iraq Red Crescent Society**; in IT/digital transformation to the **Egyptian Red Crescent Society**, **Iranian Red Crescent Society** and **Iraq Red Crescent Society**; in statutes revision to the **Algerian Red Crescent Society**; and in governance orientation to the Iranian Red Crescent Society. In the area of volunteer management, support has been provided to the **Libyan Red Crescent Society** in policy development, to the **Jordanian Red Crescent Society** on volunteer management, to the Algerian Red Crescent Society on insurance for volunteers, and support to the **Saudi Red Crescent** on peer exchange. Youth engagement has also been a priority for the region, and facilitating peer engagement between National Societies, facilitating connections, sharing experience on branch development, and expanding technical networks on resource mobilization and finance development throughout the region.

Global initiatives

Preparedness for Effective Response

Predictable resources help to ensure a more robust approach to National Society preparedness, providing continuity in the IFRC's work and allowing the IFRC to reach more National Societies. In 2023, 15 National Societies were newly engaged in the Preparedness for Effective Response (PER) process, the IFRC's approach to enable a National Society to systematically assess, measure, and analyze the strengths and weaknesses of its response system in order to take remedial actions. The total number of National Societies around the world which have engaged in the process is now 96. Four dashboards are available on IFRC's GO Platform: the [PER summary](#) shows which National Societies are engaged in a structured PER process; [PER Performance](#) visualizes how the response mechanism looks in each region and globally; the [PER mechanism resources](#) is a mapping collection of guidance, tools and reference materials; and [Operational analysis](#) provides insights from Disaster Response Emergency Fund (DREF) supported operations.

The Joint Statutes Commission

In 2023, regular resources contributed to the work of the Joint Statutes Commission, working together with the National Society Development team. The Commission provided important support to National Societies in updating and revising their statutes, legal bases and Red Cross and Red Crescent Laws. In follow up to the IFRC's Governing Board and General Assembly decisions and the 2019 Council of Delegates, by the end of 2023, a total of **122 National Societies (64 per cent of IFRC's membership) had undertaken or finished the process of revision of their Statutes**, ensuring they are in line with the Movement's Guidance document. The remaining 36 per cent will do the same by the end of 2024. In this work, the support of the IFRC's regional offices and IFRC heads of delegations was crucial.

PROFILE

SAMI FAKHOURI

HEAD OF DELEGATION, YEMEN,
AND ACTING HEAD OF CLUSTER
DELEGATION FOR MOROCCO AND TUNISIA



Sami was Head of IFRC's Delegation in Yemen for three years and is now Head of Delegation for Morocco and Tunisia. A Canadian national, he has worked for the Movement for ten years, first in the Syrian Arab Red Crescent, then for IFRC's Regional Office in Beirut and for the ICRC, before working in Yemen.

The IFRC's Yemen Country Delegation has 12 staff, of which one position – the Head of Delegation – is covered by regular resources. The main priorities of the Delegation are capacity strengthening of the Yemen Red Crescent Society, coordinating support and mobilizing resources for its continued humanitarian work.

In 2023, Sami's greatest achievement was supporting the National Society in increasing its technical capacities in disaster management and securing more partnerships and new funding to support its work. Ten years after the beginning of the latest conflict in Yemen, this was critical in enabling the Yemen Red Crescent to continue its vital humanitarian services. Additionally, in September 2023, Sami supported the Moroccan Red Crescent in its emergency response and with the launch of an Emergency Appeal.

As Sami says, "Regular resources are essential in funding Heads of Delegation positions. In Yemen, the role is crucial in providing strategic and operational coordination at leadership level; being a trusted, knowledgeable advisor to the Yemen Red Crescent; undertaking humanitarian diplomacy, supporting the National Society in its dialogues with the authorities in Yemen, representing and accompanying the National Society in different forums supporting National Society development and ensuring accountability. This is critical in a country such as Yemen with huge humanitarian needs. And in the case of Morocco, regular resources enabled flexibility for immediate emergency support as soon as the earthquake struck".

Humanitarian diplomacy

Africa

Regular resources have been crucial in ensuring ongoing humanitarian diplomacy at country, regional and global levels in support of the IFRC's Pan-African Zero Hunger Initiative, the main objective of which is to support at-risk people affected by disasters and crises to become resilient and food secure. In 2023, for example, the IFRC's partnership with the UN Food and Agricultural Organization (FAO) in Africa was further developed with support from regular resources, and now covers eight National Societies: the **Democratic Republic of the Congo Red Cross, Ethiopian Red Cross, Kenyan Red Cross, Mali Red Cross, Niger Red Cross, Nigerian Red Cross, South Sudan Red Cross** and **Uganda Red Cross**. These National Societies participated in an Africa regional localization workshop focusing on food systems at grassroots level, which was held in Nairobi and jointly facilitated by IFRC and FAO. There has been positive engagement with donors, private sector and other development partners, profiling the FAO-IFRC partnership.

Americas

In 2023, for the IFRC's Central America Delegation, reinforcing humanitarian diplomacy, advocacy and positioning were top priorities in its support to the National Societies of Central America. For the **Honduras Red Cross**, training workshops were held on humanitarian diplomacy and strengthening their auxiliary role. Training was provided to the **Panama Red Cross**, and support was provided in discussions with government institutions on migration issues for an effective response. With the **Salvadorean Red Cross**, possible institutional risks were examined; and with the **Guatemalan Red Cross**, conversations were facilitated with members of the Legislative Assembly to achieve the approval of a Tax Law that benefits the National Society.

Asia Pacific

In 2023, the IFRC's Beijing Cluster Delegation – covering the People's Republic of China, the Republic of Korea, Japan and Mongolia – had a very important role to play in humanitarian diplomacy on behalf of the IFRC network globally. The IFRC held high-level ministerial meetings with the government of the People's Republic of China and the **Red Cross Society of China**, also with the Republic of Korea government and **Republic of Korea National Red Cross**, and with the **Japanese Red Cross** and Japanese government, and contributed to humanitarian-focused forums and events. A significant achievement was the allocation of 1.8 million US dollars made by the government of the People's Republic of China to the IFRC network's health in emergencies work in Syria, occupied Palestinian territory and Lebanon. There was a substantial increase in contributions to the IFRC's Disaster Response Emergency Fund (DREF) from the governments of the Republic of Korea and People's Republic of China.

Europe

In 2023, regular resources supported the IFRC's Central and South-Eastern Europe Delegation to establish a new network of humanitarian diplomacy focal points, one in each of the eight National Societies covered by the delegation: the **Albanian Red Cross, Bosnia and Herzegovina Red Cross, Bulgarian Red Cross, Croatian Red Cross, Montenegro Red Cross, North Macedonia Red Cross, Serbian Red Cross** and **Slovenian Red Cross**. This has enabled an information exchange and sharing of best practices, as well as the establishment of communication and coordination channels with the National Societies. Key messages, positioning and advocacy approaches were shared, for example, related to COP 28 and the Gaza crisis, and work on mainstreaming humanitarian diplomacy into operations and programming continues.

Middle East and North Africa

In 2023, during the ongoing Middle East and North Africa (MENA) complex crisis, regular resources facilitated the promotion of IFRC key messages in support of access to at-risk people, protection of staff and volunteers, and scaling up of humanitarian assistance for Gaza. The IFRC leadership brought this messaging to inter-agency forums and as part of their diplomatic engagements with embassies,

international organizations and other government representatives, including donors. Close coordination with the affected National Societies ensured that the IFRC's humanitarian diplomacy remained informed by their priorities. This crucial link meant that the IFRC could also support the domestic humanitarian diplomacy of participating National Societies with their governments, parliamentarians, and other domestic and regional partners, based on **accurate information**, and the experiences and priorities of the National Societies.

Global disaster law work

In 2023, regular resources contributed to supporting National Societies through new Disaster Risk Governance Guidelines ([Strengthening Disaster Risk Governance through Comprehensive Laws, Policies and Plans](#)) and a series of webinars on the auxiliary role ([Strengthening the auxiliary role through law and policy](#)).

Additionally, there was continued close engagement on the International Law Commission's [Draft Articles on the protection of persons in the event of disasters](#). In May 2023, the IFRC co-hosted an Expert Meeting on the Draft Articles with the Permanent Missions of **Colombia, Croatia, Italy** and **Jamaica**, which brought together 58 Permanent Missions, two intergovernmental organizations, and eight international organizations. Following the meeting, the IFRC published a [Position Paper](#) expressing strong support for the development of a treaty based on the Draft Articles, which was circulated to Permanent Missions in New York. In October 2023, a Working Group of the UNGA's 6th Committee was convened to discuss the future of the Draft Articles. The IFRC participated as keynote speaker at the Working Group meetings and delivered a statement in support of the development of a new treaty. The IFRC also organized webinars for National Societies on the Draft Articles and developed a briefing note and template letter for National Societies to support their domestic advocacy efforts in relation to the Draft Articles.

Accountability

Africa

In 2023, **13 National Societies across Africa were supported to establish and operationalize a risk management system as part of the DG ECHO-IFRC Pilot Programmatic Partnership**. In a joint approach to risk management in each country, the host National Society leads the process, working closely with participating National Societies and the IFRC's delegations. This has helped ensure increased ownership of the risk management process, improved management of risks identified, increased accountability, and improved management and coordination of the programme. Additionally, the IFRC has supported capacity strengthening on risk management, through workshops and coaching, which has led to increased awareness about practical approaches to embedding risk management and created an enhanced risk aware culture.

Americas

The IFRC's Delegation for Southern Cone supported the **Argentine Red Cross, Chilean Red Cross, Paraguayan Red Cross** and **Uruguayan Red Cross** in their digital transformation. Through the National Society Digital Engagement Capacity Building Project, there was investment in video conferencing systems, equipment and internet services, overcoming the "digital bridge" and strengthening their capacities for digital participation. Additionally, the Argentine Red Cross implemented the tool MONDAY, as a digital platform for volunteer management.

Asia Pacific

In 2023, the IFRC played a pivotal role in supporting the **Papua New Guinea Red Cross** in the strengthening of its **financial systems and financial reporting**. This involved enhancing transparency, accountability and effective decision-making, and ensuring financial stability, efficient resource utilization and sustainable development within the National Society. The IFRC also supported the National Society's

Finance Committee, which ensures financial oversight and effective resource management. Additionally, support was provided in seeking government support to cover the National Society's core costs and in securing funding from new partners, contributing to scaling up its humanitarian action.

Europe

Regular resources provided crucial support in monitoring programmes, ensuring that the IFRC continued to oversee and evaluate the effectiveness of the network's humanitarian efforts. It is important to recognize that monitoring extends beyond human resources; it encompasses the systems that National Societies must invest in at both the headquarters and branch levels. The **Bulgarian Red Cross** stands as a testament to the power of well-funded monitoring systems. In 2023, with the support of the IFRC's Regional Office for Europe, the National Society established a **comprehensive monitoring framework** at both the headquarters and branch levels, focusing on project monitoring, evaluation, reporting and information management. The initiative not only bolstered accountability, but also set a benchmark for other National Societies across southern Europe.

Middle East and North Africa

The Middle East and North Africa Regional Office has identified three key areas to contribute to ensuring quality programming and accountability for National Societies and communities: (1) Building coherent planning, monitoring, evaluation and reporting (PMER) systems; utilizing information management tools and concepts; and mainstreaming community engagement and accountability and risk management concepts into the project and programme management cycles within the IFRC and National Societies; (2) Supporting and nurturing a coordinated PMER/information management/community engagement and accountability/risk management culture through capacity building and strengthening; and (3) Positioning programme quality and accountability as a fundamental pillar within IFRC network programming. Regular resources have been very important in enabling the IFRC's Regional PMER and Quality Assurance Unit to work closely with Movement partners to achieve quality programming and accountability goals.

Global initiatives

Enterprise Resource Planning

2023 saw significant progress in the roll-out of the IFRC's new Enterprise Resource Planning (ERP) system, called "READY". This platform integrates various systems and replaces legacy ones such as the Finance and Logistics systems, making our operations more agile and efficient, our processes more transparent and trusted, and our people more accountable. The ERP system provides an opportunity for all our delegations and offices, including our five Regional Offices, headquarters, and the delegations in the regions, to use the same tool for specific processes.

Since 2022, the roll-out has included the essential participation of "champions" who ensure increased ownership of the initiative as ERP ambassadors. These champions consist of IFRC Heads of Delegations, Deputy Regional Directors, Heads of Corporate Services, and directors of the workstreams in Geneva (for example, Directors of Finance, Strategic Partnerships and Resource Mobilization, Logistics, Human Resources, Strategic Planning, and Disasters, Climate and Crises Departments). Global leadership (including high-level programme sponsors since the programme's inception, by either the Under Secretary General, Management Policy, Strategy and Corporate Services or the Special Representative of the Secretary General and the Global Leadership Team) has also been instrumental in the success of the programme.

Additionally, regular resources from teams mentioned above have given continued training in all regions as key implementers or have been trained to use the READY platform, providing essential peer-to-peer support around the world. Further information on ERP training is available here: [Ready IFRC – ERP Global Training – Home \(sharepoint.com\)](#). Without regular resources, achieving this level of investment in enhancing our agility and efficiency would not have been possible.

Information management

With the support of regular resources, information management is contributing to improved services within the IFRC network, guided by the IFRC's *Information Management Strategic Direction 2021–24*, which prioritizes: (1) humanitarian data coordination and strengthening the IFRC network's information management capacities; (2) building and maintaining digital systems for emergency management; and (3) building evidence and delivering analysis.

The [IFRC GO platform](#) continued to be the core emergency operational platform for the IFRC network, with multiple new features introduced and a complete rebuild completed in 2023. Building the world's largest disaster database continued ([more information here](#)) and its applications for analysis which include the IFRC's engagement with COP28. In addition, the IFRC's crisis categorization process was revised and new analytical products such as the Disaster Brief and Scenario Analyses were developed, laying the groundwork for upgraded comprehensive crisis and risk monitoring.

Digital transformation – volunteer management

In 2023, with the support of regular resources, the IFRC's Digital Transformation Department and National Society Development Department, together with a team of experts from various National Societies and IFRC Regional Offices, continued work to identify the most cost-effective **digital volunteer management solution** for National Societies. After the comprehensive analysis completed in 2022, to establish minimum common standards, a review was done of more than 15 existing digital volunteer management solutions used by National Societies against these minimum requirements. As a result, National Societies are supported to make better informed decisions for their use, while the IFRC network can collectively invest into a cost-effective solution. In addition, recurring review plans are mapped out to ensure the solution continues to stay relevant with the advancement of technology.

Safeguarding

The IFRC strengthened its capacities in safeguarding and in prevention of sexual and gender-based violence, to bolster existing capacity focusing on child safeguarding. This includes additional regional capacity to support National Societies to develop functional systems.

The procedures for the Capacity Building Fund were adjusted to make it easier to access support for protection, gender and inclusion assessments – which facilitated improved safeguarding in schools in Liberia and a safeguarding policy and procedures in North Macedonia.

IFRC staff are required to complete mandatory training in several mission-critical areas of work. By the end of 2023, 93 per cent of staff had completed training in Prevention of Sexual Exploitation and Abuse.

Quality

During 2023, a potentially transformative process was begun. The Quality and Accountability Delivery Initiative that aims to improve the IFRC's ability to deliver quality, effective and accountable programmes and operations was launched. Consultations were held to ensure complementarity with similar initiatives within the humanitarian sector, such as the Core Humanitarian Standards. As part of this Initiative, the revision of the [IFRC Emergency Response Framework](#) was launched. With the Quality Initiative, a tracking and monitoring system was set up to better track operations and programmes and provide early corrective measures and escalations.

Security

National Societies have embraced the IFRC's Stay Safe concept, with an increasing number making the course mandatory for their staff and volunteers. The Stay Safe website continued to be expanded with new tools and guidance in 2023, attracting some 30,000 visitors from National Societies and the IFRC.

PROFILE



MARIA KRISTENSEN

HEAD OF DELEGATION FOR CENTRAL AND SOUTH-EASTERN EUROPE

Sarajevo

Maria has been Head of the IFRC's Country Cluster Delegation for Central and South-Eastern Europe for two years. A Danish national, she has worked for more than 20 years in the humanitarian sector. This is her first position in the IFRC network.

The Delegation was established in 2021, when Maria took up her position. It provides support to the eight National Societies of Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, North Macedonia, Romania and Serbia. In 2023, the Delegation had a total of 29 staff in four offices, including five positions covered by regular resources: Head of Delegation, and four national officers covering humanitarian diplomacy, National Society development, planning monitoring evaluation and reporting, and finance.

For Maria, her biggest achievement in 2023 was the establishment of a joint three-year roadmap setting the priorities that the National Societies want to focus on together. It was a result of the first in-person meeting of the eight Secretary Generals of the National Societies covered by the new Delegation. The two priorities are: resource mobilization (securing longer-term funding to support holistic programming) and optimizing ways of working to increase efficiency and optimize shared resources.

As Maria says, "Having regular resources is absolutely crucial for the IFRC to live up to its mandate and meet the expectations of our member National Societies, to have consistency and presence, and to provide the ability to deliver to our membership. Regular resources provide stability and knowledge to carry out basic functions, to fulfil our obligations as a Secretariat, and to support the strengthening of National Societies as defined in the IFRC's Agenda for Renewal".

5

CASE STUDIES

CASE STUDY

SAVING LIVES AND LIVELIHOODS INITIATIVE IN AFRICA

The IFRC's strategic partnership with the African Union, Africa Centres for Disease Control and Prevention (Africa CDC) and the Mastercard Foundation for the Saving Lives and Livelihoods Initiative supported COVID-19 vaccination in Africa. Regular resources have been essential in the establishment of this partnership and implementation of the Initiative.

The IFRC has had a strategic partnership with the African Union Commission since 2011, and under this partnership, the IFRC signed a Memorandum of Understanding with Africa CDC in 2021. In response to the COVID-19 pandemic, the Mastercard Foundation established a partnership with Africa CDC, deploying 1.5 billion US dollars to save the lives and livelihoods of millions of people in Africa, and to hasten economic recovery. The target was to reach at least 70 per cent of the African population with COVID-19 vaccines, supporting the long-term health security of the African continent, through procurement of vaccines, supporting delivery of vaccines and routine immunization, ensuring the strengthening of public health systems in Africa.

The IFRC and African National Societies, with their networks of community volunteers, were selected as implementing partners to deliver the COVID-19 Risk Communication and Community Engagement component of the Saving Lives and Livelihoods Initiative, supporting the scale up of COVID-19 vaccinations while also addressing vaccine hesitancy.

The IFRC's investment in regular resources, ensuring leadership, flexibility and capacity for strategic coordination, was crucial in enabling the IFRC to establish this partnership. This was all "pre-financing" before any funding was received for the Initiative's roll-out.

In implementation, at regional level, IFRC teams in health, community engagement and accountability, and finance, provided technical support, ensuring the successful implementation of the programme. Similarly, the Heads of Delegations across Africa have been key in supporting National Societies in implementation of the Saving Lives and Livelihoods Initiative, as have various delegation technical staff. It has enabled the IFRC to support the localization agenda, bringing resources to National Societies and increasing their capacity for delivery and leadership of large programmes.

Implementation of the Saving Lives and Livelihoods Initiative

Five consortia were established covering sub-regions:

- Southern Africa – led by the **Botswana Red Cross**, covering ten Southern Africa National Societies
- Eastern Africa – led by the **Kenya Red Cross**, covering 12 Eastern Africa and Indian Ocean Islands National Societies
- Central Africa – led by the **Cameroon Red Cross**, covering nine Central Africa National Societies
- Western Africa – led by the **Côte d’Ivoire Red Cross**, covering 12 Sahel and West Africa National Societies (except Nigeria)
- Northern Africa and Nigeria – led by IFRC’s Africa Regional Office, and Middle East and North Africa (MENA) Office, covering seven National Societies.

A total of 41 million US dollars was requested for the programme, of which 21 million US dollars was secured for the first year of implementation. The National Societies were responsible for engaging with the Africa CDC and Ministries of Health focal points in-country, and for the planning, implementation, monitoring and reporting of the activities. The lead National Societies played a critical role in coordinating the consortia, within the IFRC network.

For the management of the programme, the IFRC established the following:

- A Global Oversight Committee, composed of IFRC’s three Under Secretary-Generals, Regional Directors of Africa and MENA regions, the Africa Union representative, Director of Health and Care, and three African National Societies (**Gambia Red Cross**, **Lesotho Red Cross** and **Somalia Red Crescent**), one MENA National Society (**Egyptian Red Crescent**), and two participating National Societies (**Canadian Red Cross** and **Norwegian Red Cross**).
- A Management Committee, composed of the Director of Health and Care, Deputy Directors of Africa and MENA regions, one Head of Country Cluster Delegation (Abuja) and the African Union representative.
- A Coordination Group, composed of Heads of Delegations, technical leads in Africa and MENA regions and at Headquarters, and five participating National Societies.
- A Programme Management Unit was established in Addis Ababa, consisting of Head of Unit, Technical Coordinator, Performance and Quality Manager, Grants Coordinator, Finance Coordinator, Communication Officer and Risk Communication and Community Engagement Officers.
- A joint IFRC and Africa CDC Technical Team was also established.

The IFRC’s Regional Offices for Africa and MENA developed the risk communication and community engagement tools and facilitated a continental community of practice for all National Societies and Africa CDC partners. They rolled out **continent-wide perception surveys, social science data collection and standardized risk communication and community engagement activities**, and provided technical support to the National Societies, including defining the programme performance framework and establishing risk management tools.

With support of the IFRC, and with funding from the Saving Lives and Livelihoods Initiative, National Societies implemented risk communication and community engagement activities in 32 countries, mobilizing communities, giving correct information to dispel myths, fears and misconceptions about COVID-19 vaccines, and coordinating with other partners implementing other programme pillars (including COVID-19 vaccination centres). Through the work of the National Societies, 235 million people were reached with messages about the importance of COVID-19 vaccines, **689,220 people were willing to be vaccinated**, 18,000 community influencers were engaged, 100,213 messages were disseminated via social media, **and 9,228 Red Cross and Red Crescent volunteers were trained**.

According to WHO, **14 African countries vaccinated at least 70 per cent of their eligible population, and 51.8 per cent** of the continent’s eligible population is fully vaccinated.

ZIMBABWE RED CROSS SOCIETY'S SOCIAL MOBILIZATION DRIVE

The work of the Zimbabwe Red Cross Society in the Saving Lives and Livelihoods Initiative has been very successful in contributing to significant increases in vaccination rates in Zimbabwe. It is testament to the effectiveness of community-driven initiatives and the power of community engagement. As the Secretary General of the Zimbabwe Red Cross Society said, “The Zimbabwe Red Cross Society's mobilization drive has not only dispelled doubts but has also instilled hope and resilience in the hearts of the nation. By fostering a culture of trust and understanding, they are paving the way for a healthier and more secure future”.

Looking forward

The fact that the IFRC has invested in its core structure at country, regional and global levels, funded by regular resources, means it has the capacities to establish global, regional and country level strategic partnerships, ensuring strong strategic and operational coordination and bringing invaluable resources to support the work of National Societies in communities in areas of strategic priority, enabling them to scale up their humanitarian work and achieve greater humanitarian impact.

In 2024, the Initiative will implement a second phase of the programme, and the IFRC will continue to support its member National Societies, as auxiliaries to public health authorities. Importantly, the IFRC, with its member African National Societies, is continuing its partnership with the Africa CDC for the implementation of the new Resilient and Empowered Africa Community Health (REACH) programme, supporting the building of a robust workforce of community health workers capable of responding to future pandemics. The ambition is that five million community health workers will be active across Africa over five years (2022–2026), to improve the reach, impact and efficacy of health services.



The Malawi Red Cross has continued to reach at-risk groups with vaccines. A prisoner receiving a COVID-19 vaccination at Maula Prison, during a two-day mobilization and vaccination campaign, June 2023, Lilongwe, Malawi.
© Malawi Red Cross

CASE STUDY

NATIONAL SOCIETY DEVELOPMENT IN COSTA RICA

In 2023, the Costa Rican Red Cross was the first National Society in the world to be certified for a second time through the IFRC's Organizational Capacity Assessment and Certification (OCAC) process. This milestone not only signifies a significant accomplishment for the National Society but also serves as an inspiring model for all National Societies in the network. The IFRC's support - funded through regular resources - has been critical to this achievement.

The IFRC's OCAC process

The importance of local presence and action through strong, independent, self-sustained, well-functioning, accountable and trusted National Societies is at the core of the IFRC.

To support the development of National Societies, in 2011, the IFRC developed the OCAC process, which has two primary objectives:

- To enable National Societies to assess their capacity, performance and relevance to determine opportunities for self-development.
- To ensure all National Societies across the IFRC network commit and comply with a set of organizational standards.



Costa Rican Red Cross volunteers at the Poás Volcano Project, during the OCAC peer review evaluation, September 2023.
© Costa Rican Red Cross

The OCAC process consists of two assessment phases: the self-assessment of a National Society's capacities on 85 agreed-upon common attributes, and a peer review of their work's relevance and effectiveness in supporting vulnerable groups in their country. A National Society that meets these standards and fulfils their duties as an IFRC member is then certified by the IFRC Governing Board; OCAC certification is valid for five years. A new external third party certification system is under development and will be presented to the IFRC's General Assembly in 2024.

Costa Rican Red Cross' development journey

Since making its initial commitment in 2012, the Costa Rican Red Cross, supported by the IFRC, has embarked on a journey towards development and continual improvement, striving for institutional excellence. Recognizing the importance of being a robust, relevant, and sustainable local organization, the National Society adopted the IFRC's OCAC process. With the technical support of the IFRC – at country, regional and global levels – the Costa Rican Red Cross underwent multiple cycles of self-assessment and improvement, culminating in its certification in 2018. It was the first National Society in the Americas region – and the third National Society in the world – to achieve certification.

Since 2018, guided and accompanied by IFRC, the National Society institutionalized the OCAC process and also implemented the IFRC's Branch Organizational Capacity Assessment (BOCA) tool, conducting self-assessments, and planning and implementing improvement measures. The Costa Rican Red Cross introduced a leadership training programme enabling it to continue developing and growing in a continuous and strategic manner. Among the notable achievements of the past five years, the National Society restructured its management team, consolidated governance and volunteer structures, and strengthened its financial management and human resource management capacities. The National Society had a clear strategic vision and they used OCAC to implement and achieve that vision.

With the support of the IFRC, the National Society underwent the second phase of the OCAC process in 2023 – a peer review evaluation. During the peer evaluation, the leadership of the Bolivian Red Cross, Guatemalan Red Cross and Mexican Red Cross evaluated the internal cohesion and impact of the National Society in Costa Rica. Consequently, the Costa Rican Red Cross once again obtained its certification. The improvements implemented by the National Society, coupled with IFRC's ongoing guidance, facilitated the successful recertification of the Costa Rican Red Cross, making it the first National Society in the world to achieve this distinction.

As Dyanne Marengo González, President of the Costa Rican Red Cross said: "For us, OCAC has been very important. We are very proud of our achievements; it is really something to celebrate. OCAC has enabled us to achieve a higher level of National Society, to achieve high quality standards, to perfect the way we work, to strengthen our humanitarian work. It has been important to show our government and our partners that we have attained international quality standards.

It has been an honour to undertake this recertification process. We are the first Red Cross in the world to participate in this new stage of self-assessment of institutional capacities. Through a retrospective analysis, it has allowed us to identify the limitations we face, enabling us to focus on strengthening them. OCAC has strengthened our organization. At the Costa Rican Red Cross, we say, 'quality saves lives'.

We are ready to support other National Societies to undertake the OCAC process. We have assisted the Honduras Red Cross and Argentine Red Cross, and we will go to Salvadorean Red Cross and Colombian Red Cross – it is a humanitarian chain. We will do all we can to promote OCAC globally within the IFRC network. We sincerely thank the IFRC for all its support".

Nelson Aly Rodriguez, Head of Country Cluster Delegation for Central America, said, "The Costa Rica Red Cross is one of the leading humanitarian organizations in Costa Rica. OCAC enabled this successful journey".

Support provided by regular resources

Regular resources have enabled the IFRC to develop its OCAC tool over many years and to facilitate its roll-out to National Societies around the world. Regular resources are also used to support National Societies in their OCAC processes, allowing assessments of the needs of National Societies, identifying areas of weakness, and helping to strengthen their systems. As of the end of 2023, 134 of the 191 National Societies around the world have undergone at least one OCAC assessment.

Throughout the OCAC process, the Costa Rican Red Cross received support from the IFRC – from country, regional and global levels.

- The IFRC's Head of the Country Cluster Delegation for Central America, based in Honduras, provided important leadership support to the Costa Rican Red Cross.
- The IFRC's regional coordinator for volunteer development, a member of the regional National Society Development team and working in the Inter-American Centre for Volunteer Development in Costa Rica, is based in Costa Rica, and provided important ongoing support, ensuring that the IFRC had a constant presence in Costa Rica and a very close relationship with the National Society.
- The membership services and National Society development coordinator for Central America based in Panama provided technical support and guidance.
- The Costa Rican Red Cross OCAC workshop in February 2023 and peer evaluation in September 2023 were funded by regular resources.
- The IFRC Regional Office for the Americas in Panama has provided important support in National Society development over many years.

Costa Rica has not received significant support from participating National Societies or donors, hence support through IFRC's regular resources has made a huge difference.

Looking forward

The IFRC's investment of regular resources has been critical in the development, roll-out and implementation of the IFRC's OCAC tool – enabling the IFRC to support National Societies around the world in their institutional development. OCAC is an example of a core IFRC process and tool which has been achieved through regular resources. Without regular resources, this work would not have been possible.

Looking forward, regular resources will be essential in enabling the IFRC to further develop the OCAC tool, to adapt it to future needs, and to support National Societies in different stages of the OCAC process and in their National Society development plans, strengthening the capacities of National Societies around the world, to achieve quality standards and have greater humanitarian impact.

CASE STUDY

EARLY WARNINGS FOR ALL IN ASIA PACIFIC

Regular resources have been important in enabling the IFRC to become involved in the ambitious global Early Warnings for All initiative. Implementation has started in the Asia Pacific region and the Maldivian Red Crescent is the first National Society to become a climate champion.

Early Warnings for All initiative

Early Warnings for All (EW4All) is a global initiative launched in November 2022 at COP27 in Egypt, with the ambition that everyone on earth will be protected by early warnings by 2027.

The initiative is organized across four pillars, with UNDRR, World Meteorological Organization, ITU and IFRC leading each of the pillars, working in collaboration with partners such as the UN Environment Programme, UNDP, IOM, OCHA, FAO, WFP, REAP and UNESCO.

The IFRC is contributing to three of the four pillars of the initiative's executive action plan, leading on the 'preparedness to respond' pillar. The IFRC is turning this plan into action by:

- Providing community-level information on vulnerabilities and capacity.
- Developing **Early Action Protocols** to ensure National Societies' rapid response to alerts and community needs.
- Developing a standard set of actionable messages for each country that can be included in official alerts; this work is done in partnership with governments, academia, civil society and community members.
- Ensuring alerts reach 'last mile' communities – amplifying alerts with communities, notifying people who are not digitally connected, making sure alerts are trusted and understood.
- Organizing, training and testing community response teams to understand risks and respond appropriately.
- Providing feedback on how community members use alerts – for instance whether they are received, trusted, understood, and whether they led to action.

Implementation in Asia Pacific

In the Early Warnings for All initiative, the first cohort is 30 countries globally, ten of which are in Asia Pacific: **Bangladesh, Cambodia, Fiji, Kiribati, Lao PDR, Maldives, Nepal, Samoa, Solomon Islands and Tonga.**

Based on its regional climate change strategy, the IFRC provides technical assistance, capacity strengthening, coordination, knowledge management and research for National Societies, governments and partners working on locally-led adaptation, anticipatory action, forecast-based finance, nature-based solutions, urban resilience and heatwaves, as well as supporting the preparation and review of disaster risk reduction and climate policies, strategies and regulatory frameworks. Financial support is provided to National Societies through the IFRC's Global Climate Resilience Platform.

Maldivian Red Crescent – a climate champion

The Maldives is the world's lowest lying country. Inundation of its islands due to rising seas is the primary risk factor, as well as other hydrometeorological hazards due to climate change.

NASA projects that sea levels in the Maldives could rise by 0.76 metres by 2100 – a concerning projection for a country where 75 per cent of the land is only one metre above the mean sea level. The situation requires measures of adaptation, starting with the capability to warn about disasters for communities

and people exposed to the highest risk. The need for reliable mechanisms of early warning systems which function through risk-informed processes is therefore imperative in any effort to improve preparedness for such events.

The Maldives is the first country globally to develop a roadmap for the Early Warnings for All initiative, which was endorsed by its government. The Early Warning System Roadmap 2023–2027 was developed collaboratively with the National Disaster Management Authority, Maldives Meteorological Service, the Ministry of Homeland Security and Technology, Ministry of Climate Change, Environment and Energy, and the Maldivian Red Crescent, with the support of UNDRR. It provides the basis for coordinated efforts amongst national and local agencies towards scaling up national early warning systems.

The Maldivian Red Crescent is the lead agency in the country for Pillar 4: Preparedness and Response Capabilities. The National Society played an important role ensuring that the roadmap will support the preparation of people-centred early warning systems, and increase coverage to the most vulnerable populations.

The Maldivian Red Crescent has two ongoing projects which link to the EW4All initiative: “Strengthening preparedness and resilience through inclusive community governance” (a joint project with the National Disaster Management Authority and Asian Disaster Preparedness Centre), and “Enhancing reliance planning and strengthening community preparedness” (to be implemented with the National Disaster Management Authority).

Additionally, under the “Community Based Disaster Risk Management Programme” of the National Disaster Management Authority, the Maldivian Red Crescent will reach 17 island communities, developing island disaster management plans, capacity building training on emergency response, first aid and psychosocial support, as well as community emergency response team engagement and development, and climate awareness campaigns.

As Fathimath Himya, Secretary General of Maldivian Red Crescent Society, said, “As one of the Climate Champions, the Maldivian Red Crescent not only enhances the resilience of local communities but also sets a global example of proactive climate action”.

Importance of regular resources

Regular resources support at country, regional and global levels has been crucial in enabling the IFRC to have the capacity to support its member National Societies in the Early Warnings for All initiative.

The IFRC’s Heads of Delegations have provided important support in strategic and operational coordination for the Early Warnings for All programme, supporting the National Societies involved so far.

At the Regional Office for Asia Pacific, the Regional Director, Deputy Director and the Head of Health, Disaster, Crises and Climate have provided important leadership support, and the Climate Team Lead has provided technical expertise to National Societies in the Early Warnings for All programme. At global level, support is also provided by the Climate Team in the Disasters, Crises and Climate Department, where key positions are covered by regular resources.

Looking forward

Regular resources will remain crucial in ensuring the IFRC has the resources and capacities to establish partnerships such as the Early Warnings for All initiative, and to support National Societies in the implementation of such programmes.

Regular resources will be key in enabling the IFRC to support the further roll-out globally of the ambitious Early Warnings for All programme, supporting many more National Societies around the world to be involved in the programme. Without regular resources this would not be possible.



Maldivian Red Crescent volunteers undertaking community early warning early action activities, 2023. © Maldivian Red Crescent Society.

CASE STUDY

STRENGTHENING RESOURCE MOBILIZATION CAPACITIES IN EUROPE

In 2023, with ever greater humanitarian needs in Europe – including the Ukraine crisis and an earthquake in Türkiye – supporting National Societies to strengthen their resource mobilization capacities was a top priority, enabling National Societies to expand their programmes and services domestically and to provide support internationally, achieving greater humanitarian impact.

IFRC Global Resource Mobilization Strategy 2030

This strategy sets the global direction and course of action in resource mobilization for the IFRC network between 2021–2030. The three main outcomes are: achieve leadership in resource mobilization for emergencies; grow non-emergency income; and increase the resource mobilization capacities of National Societies.

Investing in resource mobilization is essential for the financial sustainability of all National Societies. The IFRC has an important role in providing technical expertise and facilitating coordination of peer-to-peer support between National Societies, helping National Societies to diversify their income streams, including digital fundraising, and strengthening their accountability.

Strengthening resource mobilization capacities

In 2023, the IFRC’s Regional Office for Europe continued to support National Societies to assess and develop capacities at their headquarters and branch levels, including in financial sustainability. To increase income both in absolute terms and market share, the IFRC network needs to invest in new channels guided by the latest market research. Without continuous investment, leadership and accountability in resource mobilization, enhancing capacity becomes a formidable task. Strategic investments in resource mobilization at the country level by National Societies, and internationally through capacity development initiatives, are essential to foster growth in both emergency and non-emergency income.

The IFRC provides support such as market research and fundraising audits; developing fundraising strategies and securing seed funding; recruiting, developing and upskilling fundraising teams; offering comprehensive



The Georgian Red Cross face to face fundraising activities. © Georgian Red Cross.

technical assistance, sharing best practices, and fostering regional practitioner communities through dedicated annual events and forums.

The IFRC has an important role in facilitating collaboration and peer-to-peer support between National Societies, receiving technical and financial support from several National Societies including the **Austrian Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Swedish Red Cross** and **Swiss Red Cross**. The IFRC's approach is not only cost-effective but also empowers National Societies to fundraise for immediate life-saving efforts, while building financial sustainability and adaptability for the future.

In 2023, key achievements included the following:

- Support was provided to 14 National Societies for the development of domestic resource mobilization, focusing on unrestricted and reliable income generation in National Societies in South Caucasus, Central Asia, Central Europe, Eastern Europe and the Balkans.
- In digital fundraising, support was provided to 11 National Societies, which included creating and improving websites and donation landing pages, creating and checking social media reports, recommending tools and systems, sharing best practices, developing plans of action and digital campaigns. In particular, the **Romanian Red Cross** raised more than 730,000 Swiss francs for Ukraine, and the **Kazakhstan Red Crescent** raised more than 400,000 Swiss francs for the Türkiye-Syria earthquakes.
- Support was provided for fundraising market research for three National Societies – the **Hungarian Red Cross, Montenegro Red Cross** and **Slovak Red Cross** – and a digitalization project and CRM implementation for the **Tajikistan Red Crescent**.
- Support was provided for face-to-face fundraising campaigns run by the **Kyrgyzstan Red Crescent** and **Romanian Red Cross**, and corporate fundraising development for the **Armenian Red Cross, Azerbaijan Red Crescent, Kazakhstan Red Crescent, Russian Red Cross** and **Ukrainian Red Cross**.
- 12.1 million Swiss francs were raised domestically from private donors (individual and corporate) in 2023 by eight National Societies supported by the Regional Office, and which was 30 per cent more than in 2021.
- A direct dialogue regular donor acquisition programme was launched for the **Georgian Red Cross**, which was supported technically by the **Norwegian Red Cross** and the IFRC, with financial investment from the **Swiss Red Cross**. In four months, the Georgian Red Cross signed up more than 1,500 regular donors, which should become the basis for unrestricted income generation in the future.

The IFRC also supported National Society fundraising staff to attend a diploma in fundraising, which was very well received by National Societies. As Pietro Addis, Head of Individual and Major Donors of the Italian Red Cross said, "I can't thank you enough for this wonderful opportunity. It has been challenging but I loved this path and these challenges. Networking among the different National Societies, supporting each other, is important for our organization and this diploma was an opportunity to do that. Thank you from the bottom of my heart for taking care of all of us and allowing us to grow".

Looking forward

Capacity strengthening in resource mobilization will remain a strategic priority. In 2024, the IFRC's Regional Office for Europe will launch the second Red Cross and Red Crescent Diploma in Fundraising Management training, enabling National Society fundraising staff to receive certified training, equivalent to a master's degree. In 2025, a Europe Regional Fundraising and Communications Skillshare event (held every two years) will take place, bringing together National Societies from all over Europe, to share best practices in resource mobilization.

In the future, if more regular resources can cover additional IFRC positions at regional and country levels, it would ensure that the long-term support to National Societies in strengthening their capacities in resource mobilization can be maintained and strengthened. This is so crucial in enabling National Societies to be able to scale up their humanitarian work and to be able to provide funding support internationally within the IFRC network, in the case of large-scale emergency response.

CASE STUDY

THE POWER OF HUMANITARIAN DIPLOMACY IN SYRIA

Regular resources play a crucial role in enabling the IFRC to support National Societies in countries facing protracted crises, especially in its humanitarian diplomacy work at country, regional and global levels. For the IFRC, ensuring Syria is kept high on the humanitarian agenda, doing all it can to continue to mobilize resources to support the work of the Syrian Arab Red Crescent, is of utmost importance.

Syria's protracted crisis

Syria has now experienced more than 13 years of unrelenting crisis. The population continues to face grave and prolonged humanitarian challenges, following the destruction of cities and towns on a vast scale, disruption of essential services, massive internal displacement, and a refugee crisis. In 2023, millions of people were pushed deeper into poverty by a worsening economic crisis, as well as the earthquakes of February, when many lost their homes and livelihoods. Some 16.7 million people require humanitarian assistance and 90 per cent of Syrians are living below the poverty line (OCHA, 2024). Syria currently has 7.2 million internally displaced persons, the highest number in the world, and more than six million Syrians have sought refuge in other countries (one in five refugees globally).

The Syrian Arab Red Crescent is the largest community-based provider of humanitarian services in Syria, with a network of branches in all 14 governorates, more than 6,000 staff and some 9,300 active and committed volunteers. It has the responsibility to coordinate humanitarian aid in Syria. In partnership with the IFRC, ICRC, National Societies, UN agencies and international and local non-governmental organizations present in Syria, Syrian Arab Red Crescent's volunteers and staff support millions of people each year, playing a pivotal role in delivering vital assistance. In 2023, the Syrian Arab Red Crescent provided principled and comprehensive humanitarian assistance to five million people.



Syrian Arab Red Crescent earthquake response, February 2023. © Syrian Arab Red Crescent.

Humanitarian diplomacy

In a country of protracted crisis and with overwhelming humanitarian needs, the IFRC's Syria Delegation has a key role and responsibility in humanitarian diplomacy, on a continuous basis, representing the Syrian Arab Red Crescent and advocating for more resources to support the humanitarian response. It also advocates for better and more regular humanitarian access to affected communities across Syria, and that humanitarian action should be protected from the adverse effects of restrictive measures and sanctions, and that humanitarian exemptions and licenses should be granted and implemented.

In a long-term protracted crisis – and in a conflict situation – humanitarian diplomacy is crucial, focusing on the very difficult humanitarian situation and the ever-increasing needs. At the same time, the crisis in Syria is less and less present in the media. It takes place in an area of rising tensions, where humanitarian needs are greater than ever, far exceeding the capacities of the local authorities and the humanitarian response from the international community, and in a situation of decreasing funding.

It is essential that in Syria the Movement speaks with one unified voice – representing the Syrian Arab Red Crescent, IFRC, ICRC and participating National Societies – for the Movement's efforts to support the Syrian Arab Red Crescent in its humanitarian work.

When the earthquake struck in February 2023, there was strong coordination, a common Movement narrative and messaging on coordinated efforts, to share with key actors and donors, and the wider public, as there had been before the earthquake.

A very important task for the IFRC's Delegation for Syria, in full coordination with Movement partners, is the preparation of key strategic humanitarian diplomacy documents, including key advocacy messages and documents providing the collective voice of the Movement. The documents are for sharing with partners/donors, authorities, key political decision-makers and policymakers (e.g. EU, embassies), and other relevant stakeholders.

Another important aspect of humanitarian diplomacy for the IFRC's Delegation is meeting with key partners. In Syria there are not many diplomatic missions, and so meetings are also held in embassies in neighbouring countries. Also important is reaching out to participating National Societies, and to join them in their dialogues with their governments, when requested. Long-term relationships with partners/donors are crucial. With unprecedented humanitarian needs, continuous and predictable financial support is needed more than ever.

In Syria, Movement coordination is critical. There are regular Movement strategic leadership meetings with the President of the Syrian Arab Red Crescent and the Heads of Delegation of the IFRC and ICRC. There are also regular Movement coordination, membership coordination and technical coordination meetings. A key task of the IFRC is to be present, engaged and to take an active lead in coordination efforts.

The importance of regular resources

In Syria, one position, the Head of Delegation, is covered on a continuous basis by regular resources, although with the Syria Earthquake Appeal launched in February 2023, from 1 March to 31 December 2023, the position was temporarily covered by Emergency Appeal funding. It now continues to be covered by regular resources.

At the IFRC Regional Office for Middle East and North Africa, support has been provided by leadership, and also included partnerships and resource development, communications, finance and administration, and various technical areas, with the support of regular resources.

The Regional Director and Deputy Director play an important role in humanitarian diplomacy in support of the work of the Syrian Arab Red Crescent. At global level, support in humanitarian diplomacy for Syria

is also key – from the Secretary General and Under Secretary Generals, as well as from other senior level leadership positions, speaking at global platforms and events. Keeping Syria and its huge humanitarian needs high on the agenda is crucial.

For the IFRC, most funding comes through Emergency Appeals, but when an Emergency Appeal ends, then the IFRC needs to have capacities to mobilize resources. Regular resources help the IFRC when it has very limited budgets, to ensure that it can provide support in its core areas of work. In a situation like Syria, it is critical that the IFRC's country delegation is able to provide as much support as possible.

If funds are limited, it is even more crucial that resources are used in the most efficient way. Providing support in the IFRC's core mandate areas is crucial and can have the most impact – for example in strategic and operational coordination (including membership coordination), humanitarian diplomacy (amplifying the voice of the membership), National Society development and accountability/quality assurance – to ensure maximum value with limited resources. Even a small team can have a huge impact on a National Society.

As the President of the Syrian Arab Red Crescent, Eng. Khaled Hboubati, says: "In a rapidly changing Syria where needs are increasing and funding declining, our humanitarian diplomacy efforts are becoming increasingly important. The IFRC, in coordination with Movement partners, continue to be instrumental in this regard, both in our dialogue with donors as well as political decision-makers".

Looking forward

In the future, the Syrian Arab Red Crescent will continue to be a key humanitarian player, also in the recovery of Syria. It is crucial that it remains as efficient, effective and accountable as possible. The IFRC needs to maintain the resources and capacity to provide long-term constant support to the National Society. Investment in humanitarian diplomacy is key.

The IFRC aims to invest far more regular resources to support the work of National Societies in countries facing protracted crises, particularly in the area of humanitarian diplomacy, supporting National Societies to mobilize more resources, so they are able to achieve greater humanitarian impact.

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.