



RESPONSE

RESILIENCE

IFRC PLAN AND BUDGET

2025-2026

RESPECT

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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.

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Fig. 1: Strategy 2030 is the IFRC network's ambitious, collective agenda for the decade 2020-2030.

5 Challenges

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

7 Transformations

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

PURPOSE

This document is written in accordance with the Constitution of the International Federation of Red Cross and Red Crescent Societies (IFRC), which requires the General Assembly to approve the biennium Plan and Budget of the IFRC Secretariat (Article 17 j). The Plan and Budget defines the IFRC Secretariat's strategic framework, which guides decision-making, prioritization, and resource allocation for the biennium 2025-2026. It specifies approaches to achieving measurable results, as well as the capacities and resources required to deliver those results. The document is an evolutionary continuation of the 2021-2025 Plan and Budget and is aligned with the IFRC network's [Strategy 2030](#). Given the rapidly evolving humanitarian context and needs, priorities in this document have been updated to ensure that the IFRC supports its membership to be fit for new and emerging challenges. The targets from the 2021-2025 Plan and Budget have been maintained in this document to ensure monitoring continuity.

The Plan and Budget 2025-2026 is based on the Federation-wide results-matrix and complements both the IFRC [Global Plans](#) and [IFRC network country plans](#) which provide a more detailed overview of annual planning processes across the IFRC network. To ensure the resilience of the IFRC network and the saliency of overarching strategic objectives, the mid-term review of Strategy 2030 is expected to inform the next iteration of the IFRC Plan and Budget. This will ensure that the IFRC remains future-fit so that it can support the principled action of National Societies in 191 countries.

3 Goals

1

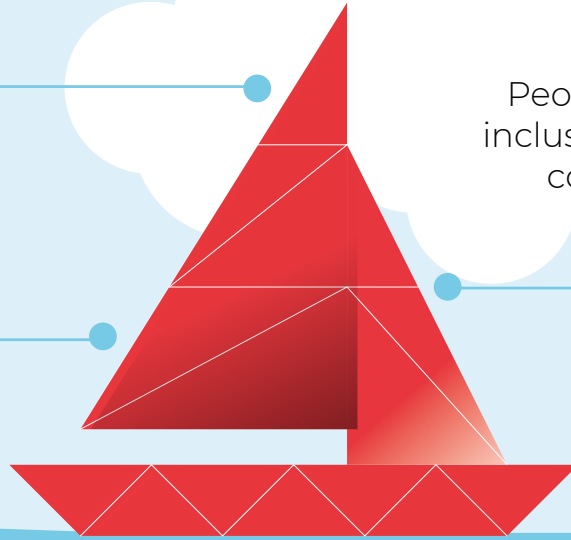
People anticipate, respond to, and quickly recover from crisis

2

People lead safe, healthy and dignified lives and have opportunities to thrive

3

People mobilise for inclusive and peaceful communities



How much do the Strategic Plans of National Societies reflect the 3 Goals of Strategy 2030?

Fig. 2: Proportion of Strategic Plans over time with explicit or implicit mentions of Goals (S30)



Source: Red line shows introduction of 'Strategy 2030'. Dots show proportions for each year

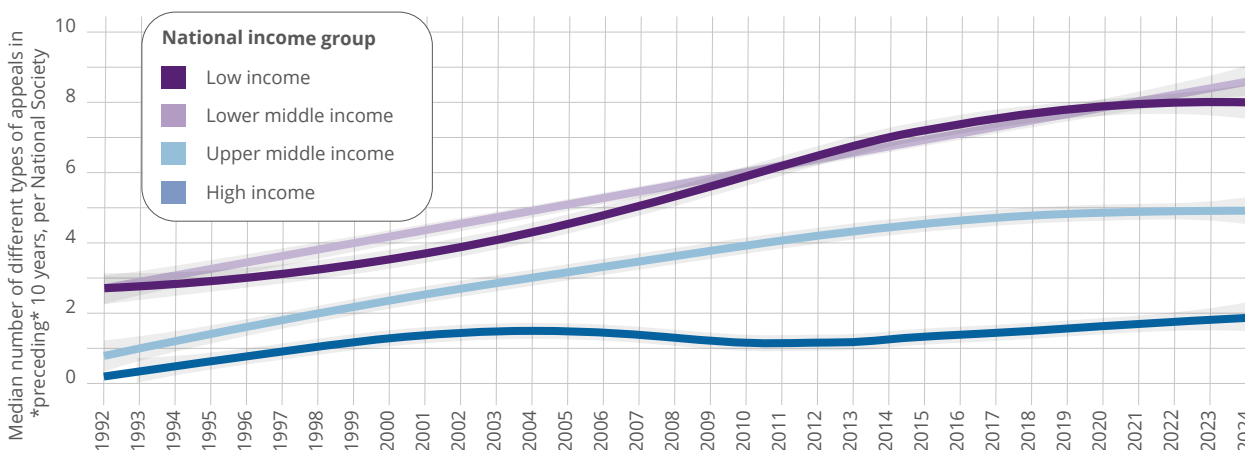
PART 1 – PLAN 2025-2026

CONTEXT

The past few years have ushered in unprecedented levels of humanitarian needs as the world has had to contend with the escalating impacts of climate shocks, disasters, food insecurity, disease outbreaks, displacement and conflicts. The multifaceted nature of these crises defies simple solutions and perpetuates cycles of instability, fragility and exacerbates already proliferating humanitarian crises.

Navigating an era of polycrisis – a succession of overlapping, simultaneous and interrelated crises – which is rapidly shifting to an era of permacrisis – long and permanent periods of crisis – will require robust, agile and adaptable humanitarian responses. From the COVID-19 pandemic to climate emergencies, rising fragility and conflicts have generated new and intensified shocks and stresses. Equally, it has highlighted that the complexity, interdependent and non-linear nature of systemic risks requires an integrated holistic approach. Current global humanitarian challenges have also put increased spotlight on the critical role of national and local actors, particularly in their ability to act fast, engage communities and maintain unfettered access to the most vulnerable.

Fig. 3: Increasing range of different types of threats confronting National Societies



Source Appeals. Counting the number of different types of emergency appeals and DREFs which each National Society was involved in over the previous 10 years. Lines show the general trend for National Societies within each national income group.

The IFRC 2025-2026 Plan and Budget reflects a comprehensive approach to the intersecting nature of these multiple global crises which necessitate interconnected solutions premised on local action and supported by a coordinated global network. The Plan reflects the need to foster a network of capable National Societies with strong preparedness capacities. It further reflects the need for a rapid and effective local and global response system that is well-instituted and agile enough to respond to community-identified needs.

In its *Strategy 2030*, the IFRC network identified five interrelated global challenges, which will require committed local action to manage and drive positive transformational change: i) climate and environmental crises, ii) evolving crises and disasters, ii) growing gaps in health and wellbeing iv) migration and identity, and v) values, power and inclusion. The IFRC aligned its strategic priorities to the global challenges. To support these priorities, four enabling functions, capturing the seven transformations of *Strategy 2030* will continue to be strengthened: Strategic and Operational Coordination, National Society Development, Humanitarian Diplomacy and Accountability and Agility. While presented as distinct areas, they are highly interconnected and an integrated approach is being further forged with the 2025-2026 Plan.

Aligned with Strategy 2030 and the Agenda for Renewal, IFRC's 2025-2026 Plan and Budget aims to continue enhancing National Societies' abilities to respond effectively to emerging crises and needs while ensuring a coherent approach in a high-impact, cost-effective, innovative, transparent and accountable manner through community-based action.

Fig. 4: S2030 Emerging Lessons and Priorities

Emerging Lessons and Priorities

- 1 Inspiring Framework for National Societies**

Strategy 2030 has been useful for guiding many National Societies globally, providing a shared robust framework for strategic development, fostering dialogue, and building partnership between National Societies.
- 2 Addressing Complex Crisis**

The interplay of climate change, conflict, and economic pressures is growing and leading to compound crises that affect all levels of society. National Societies need to prioritise systems thinking, systemic leadership and multi-stakeholder partnerships to effectively navigate this complexity, working to support resilience for the most vulnerable.
- 3 Mitigating Polarisation**

National Societies need to collectively improve the ability to track, anticipate, and respond to increasing values-based tensions, conflicts and other social and political divides, emphasising the importance of fundamental principles.
- 4 Ensuring Financial Sustainability**

Financial sustainability remains critical, requiring not only resource acquisition but also the efficient allocation of existing resources, particularly for National Societies in middle-income and low-income countries.

These have emerged through individual and group consultation with seniors leaders, strategy leads, and survey findings. In total, over 3,300 people have been consulted from over 130 National Societies in all regions.

This Plan which captures the IFRC's ambitions for 2025-2026 will require commensurate efforts to raise required unearmarked financial resources to support National Societies in expanding the scale and quality of their humanitarian services.



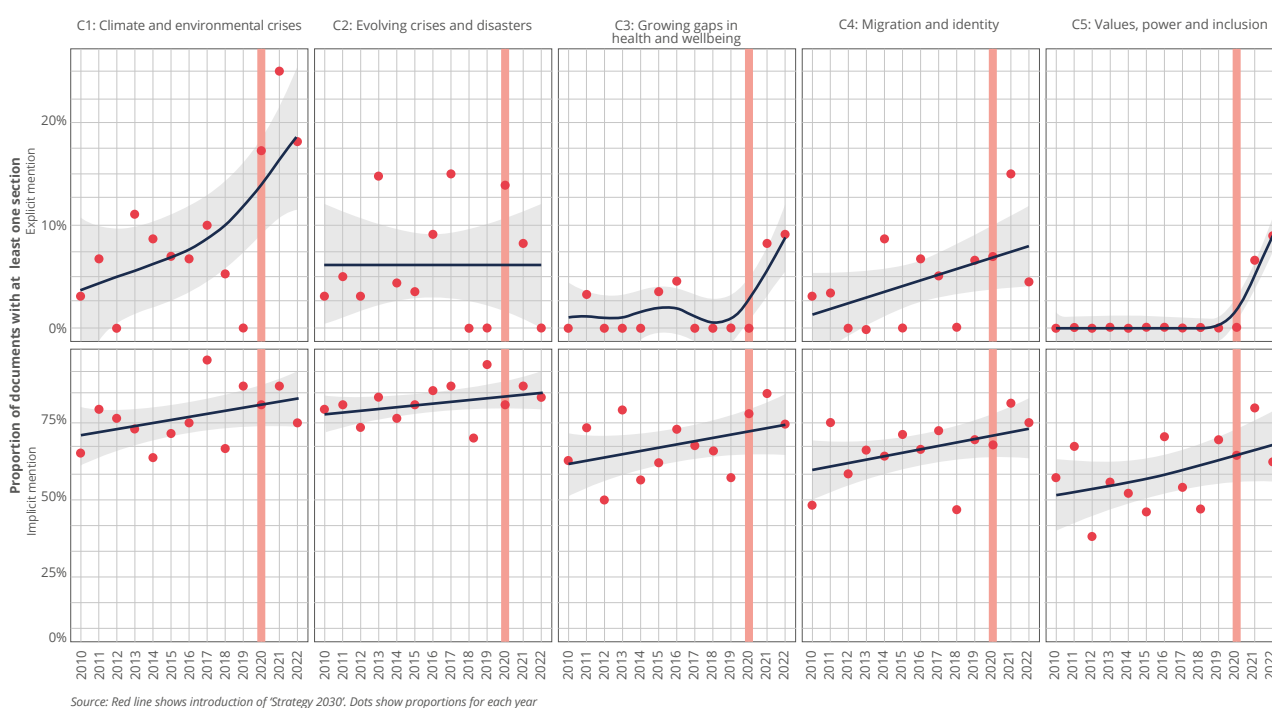
STRATEGIC PRIORITIES

STRATEGIC PRIORITIES

The 2025-2026 Plan and Budget articulates an ambitious agenda building on both the IFRC network's achievements and as well as addressing its gaps. It reflects a vision for the world where no one is left behind and human dignity is respected and protected. The strategic priorities detailed below must be viewed as overlapping and intersecting areas, using a layered and multisectoral, cross-thematic approach. The framing for these actions can be viewed through **response, resilience** and **respect**: focus on consistently investing in community resilience and reducing impact of emergencies through work on climate, health and migration; while equally responding to impact when needed through the IFRC network's work in disasters and crises by delivering quality and accountable humanitarian services to the people most in need; and ultimately guided by doing the right thing in the right way, through the IFRC network's actions on values, power and inclusion.

How much do the Strategic Plans of National Societies reflect the 5 Challenges of S2030?

Fig. 5: Proportion of Strategic Plans over time with explicit or implicit mentions of Challenges (S30)



1. Climate and environment

This strategic priority focuses on reducing the current and future humanitarian impacts of climate and environmental crises.

Climate change is a global humanitarian emergency, it is a threat multiplier, exacerbating and compounding needs in places where vulnerabilities are highest and where the humanitarian sector is already stretched. The climate crisis will also significantly increase the scale of need, due to an increased intensity and frequency of disasters, and is also expected to change the nature of crises, as less common natural hazards become more common, while others begin acting in new and less predictable ways, alongside the equally deadly threats of rising sea-levels, biodiversity loss and pollution. The people who suffer the most are and will continue to be the world's poorest and most marginalized: those who do not have the resources to protect themselves from disasters and who often live in areas where climate impacts like extreme heat, floods, droughts and storms hit hardest. The cascading social, environmental, health and economic impacts of climate change are also leading to risks of food, water and livelihoods insecurity, driving displacement, exacerbating climate-sensitive health risks, and leading to ever greater protection and exclusion risks, and the breakdown of infrastructure networks and critical services.

Scaling up climate and environmental action is therefore an absolute priority for IFRC network, and one that seeks to generate systemic and transformational change. The IFRC is making strides in ensuring that programming addresses current gaps and adopts a climate lens to technical areas such as shelter, food security, WASH, migration and health, necessitating strengthening across the board of technical skills and guidance. Equally, the IFRC is taking measures to ensure that climate and environment are not dissociated from urban resilience, bearing in mind that over half of the world's population (56 per cent live in urban areas) and that cities account for 71-76 per cent of man-made CO2 emissions. Climate change is also contributing to the global mega-trends of migration and rapid urbanization often leading to unplanned growth of informal settlements (slums) with precarious living conditions, especially for the most vulnerable. The IFRC will continue to be at the forefront in scaling up anticipatory action for all National Societies, covering more people and for more hazards, with a wider set of partners and funders. This will include developing early action plans for more countries and more climate-related hazards and developing community early warning systems.

Addressing the impacts of cascading permacrises arising from the climate emergency will also require integrated approaches to risk and disaster, with greater emphasis on the role, capacity and leadership of local actors. In many ways, every National Society is already responding to the impacts of climate-related disasters, though only some are doing so with climate-specific programmes and based on climate information. This means that, to achieve the targets set in this Plan and Budget, individual and institutional learning, solid institutional systems and tools, and new financing opportunities are critical - and urgent - in light of the mounting climate crisis. The IFRC will also continue to promote integrated approaches to climate, disaster risk reduction and environment in local and national plans, policies and laws.

Equally pertinent is ensuring that the IFRC network's humanitarian response and recovery operations do not cause harm to local environments and that efforts are made to minimize the actions that the IFRC network takes to further climate change, thus requiring that environmental sustainability of actions is integrated in every action that the IFRC network takes.

Moreover, community-based DRR and climate change adaptation programming continue to make National Societies valuable partners in the implementation of international commitments on DRR and climate change adaptation made under the Paris Agreement, the Sendai Framework and the Sustainable Development Goals (SDGs). The IFRC will continue to engage with the UN Framework Convention on Climate Change (UNFCCC) annual Conference of Parties (COP), and advocate for investment in local communities and local actors to scale adaptation and resilience, including those affected by fragility and high needs.

The following areas will be prioritized in order to support reduce the current and future humanitarian impacts of climate and environmental crises:

Climate

- **Climate change adaptation:** Scaling up climate change adaptation in the most climate vulnerable countries through supporting the design of projects, development of proposals and access to partnerships and funding.
- **Climate-smart disaster risk reduction:** Expanding programmes that integrate climate risk assessments and adaptive measures into disaster risk reduction strategies.
- **Nature-based Solutions:** Using nature-based solutions to protect people and ecosystems at risk from the climate crisis and to reduce disaster risks. Activities can include protecting and restoring forests and wetlands to reduce the risk of flooding, mangroves and coral reefs for coastal protection, or creating urban green spaces to reduce the impact of heatwaves. Training and programming on nature-based solutions in humanitarian contexts will be scaled up, including through strengthened partnerships at national level

- **Strengthening programmatic linkages in addressing climate risks and sectoral agenda:** Integrating and creating programmatic linkages between climate and different sectors including urban/settlements, health, migration and displacement, water/WASH and food security and livelihoods.
- **Climate and Environment Charter:** Support the Charter Secretariat in providing technical support to Charter signatories, including over 130 National Societies, to set targets and deliver on their commitments.

Urban

- **Heat and Cities:** Developing solutions that will reduce the urban impacts of heatwaves. This will build on existing work on heat and coastal cities, with a specific focus on under-served urban communities at risk of extreme heat.

Environmental sustainability

- Ensuring that the IFRC Secretariat and National Societies reduce their carbon footprint, promote environmentally sustainable practices in their offices and implement their environmental policies.
- Identifying, avoiding, reducing and mitigating adverse environmental impacts resulting from humanitarian response and long-term programmes and mainstreaming [Green response](#) into all Red Cross Red Crescent systems and practices.

Key Initiatives Driving Local Impact

- **Climate Action Journey and Climate Champions:** Scaling up climate-smart risk reduction and locally-led adaptation that increase the resilience of individuals, communities and institutions. Through the Climate Action Journey, National Societies will embark on the following areas: preparedness, anticipatory action, risk reduction and response to climate-related disasters, as well as longer-term climate adaptation programmes for resilience.
- **Global Climate Resilience Platform:** A funding platform of CHF 1 billion to scale up climate-smart disaster risk reduction and climate change adaptation in 100 most climate-vulnerable countries. This includes reducing health impacts of climate change, addressing climate-related displacement and enabling climate-resilient livelihoods and ecosystem services.

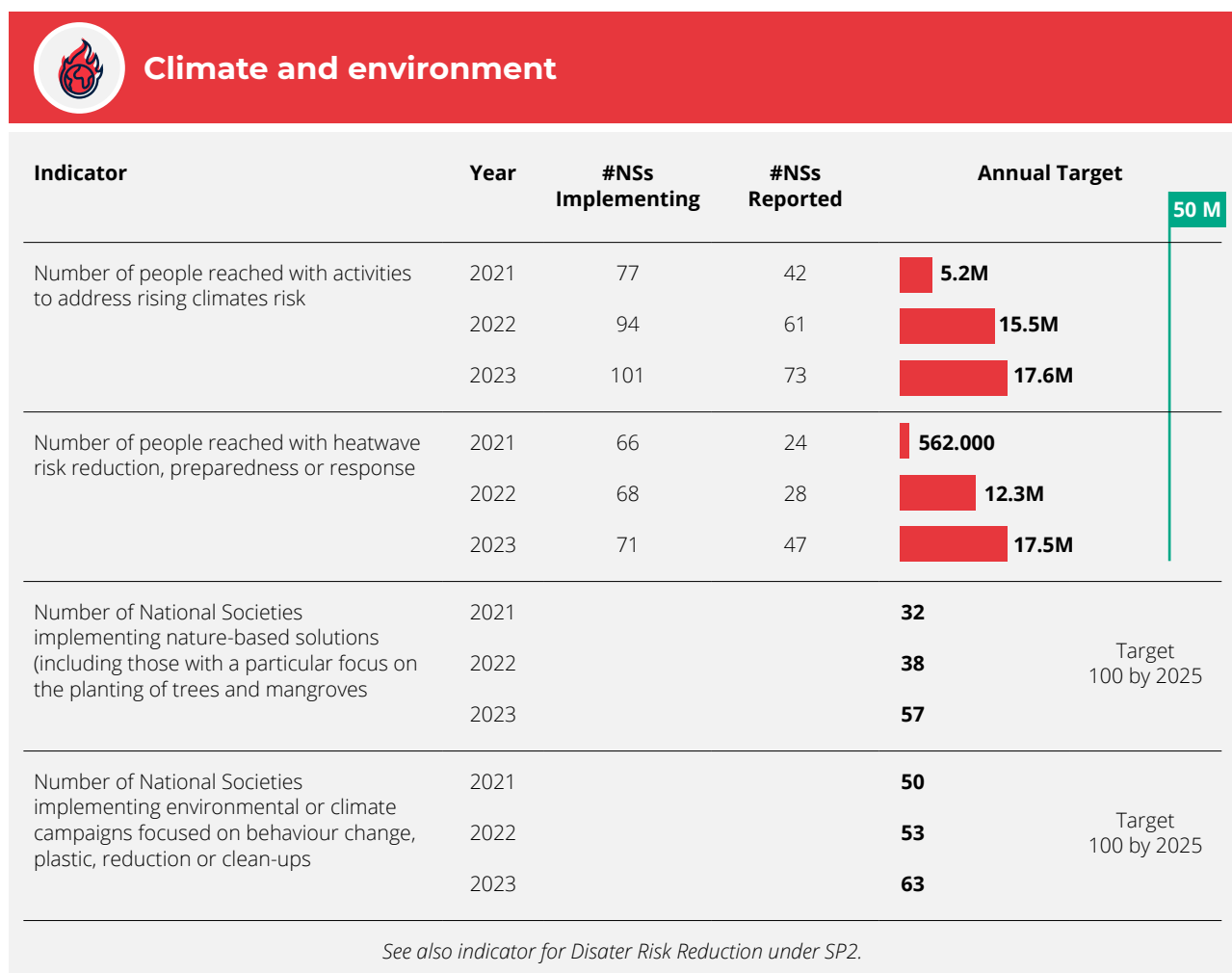


TARGETS:

- 50 million people per year are better protected from heat (the most ignored and rapidly rising climate risk), in at least 150 cities
- 50 coastal urban areas are supported to adapt to longer-term impacts of climate change, including sea level rise, by 2026.
- 100 National Societies harness the power of nature through nature-based solutions focused on reducing disaster risks and adapting to and mitigating climate change, with a particular focus on planting of trees and mangroves (cumulative until 2026, no National Society counted twice).
- 100 National Societies implement environmental, or climate campaigns focused on behaviour change, plastic reduction or clean-ups (cumulative until 2026, no National Society counted twice).

CURRENT STATE

Fig. 6 : SP1 – Climate and environment¹



¹ Figures 5, 9, 11, 13, 15, 17, 21, 22, and 24 provide updates as per 31 August 2024. The information on the indicators reflects the work done by the IFRC network since 2021, with the data for 2023 still being finalized. The “number of NSs implementing” refers to NSs where the relevant indicator is applicable, but the data was not available. While data quality assurance is a priority, some limitations should always be considered when using and interpreting the data.

2. Disasters and Crises

Sudden onset, protracted crises and complex emergencies with global or region-wide impacts, continue to test response mechanisms and challenge the IFRC network to respond at scale to the needs of affected populations. IFRC Emergency Appeals and the Disaster Response Emergency Fund (IFRC DREF) continue to be central to response efforts in support of National Societies impacted by disasters and crises, however, with a future that promises more climate-driven disasters, the IFRC network is adapting its services and enhancing its response capacity.

Fig. 7: Emergency Appeals from 2021 to 2024²

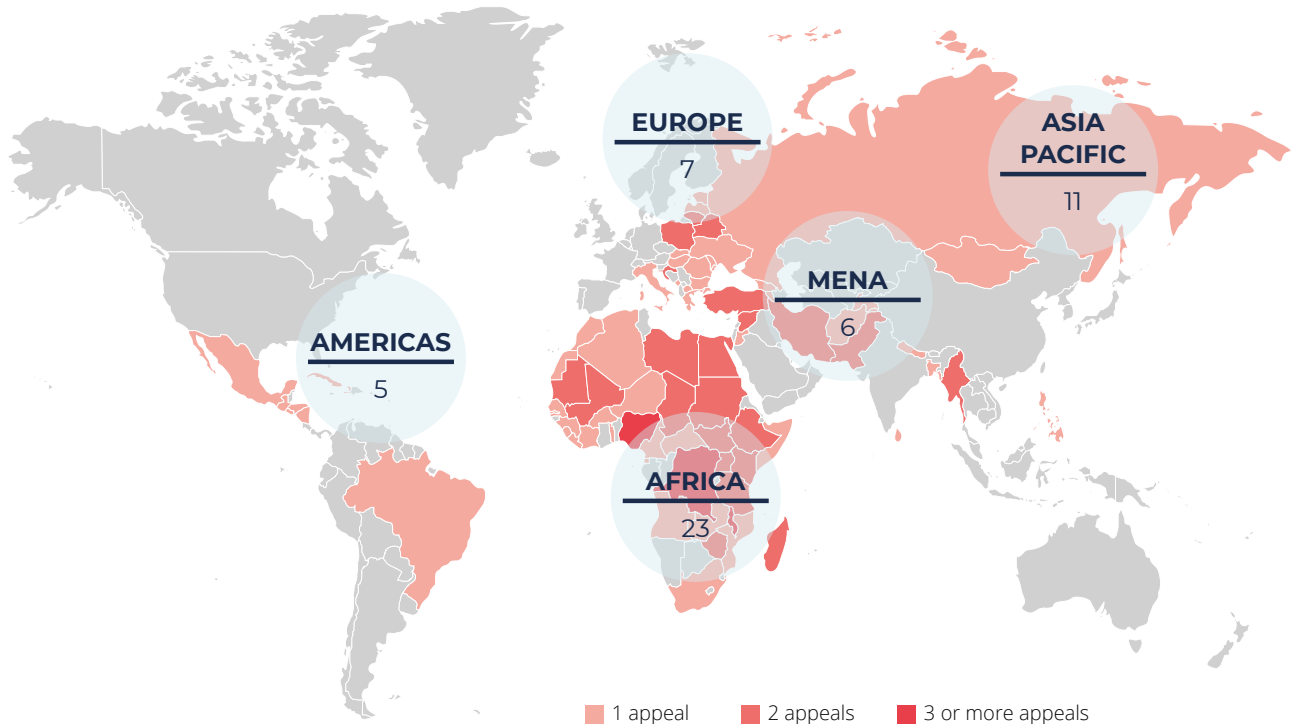
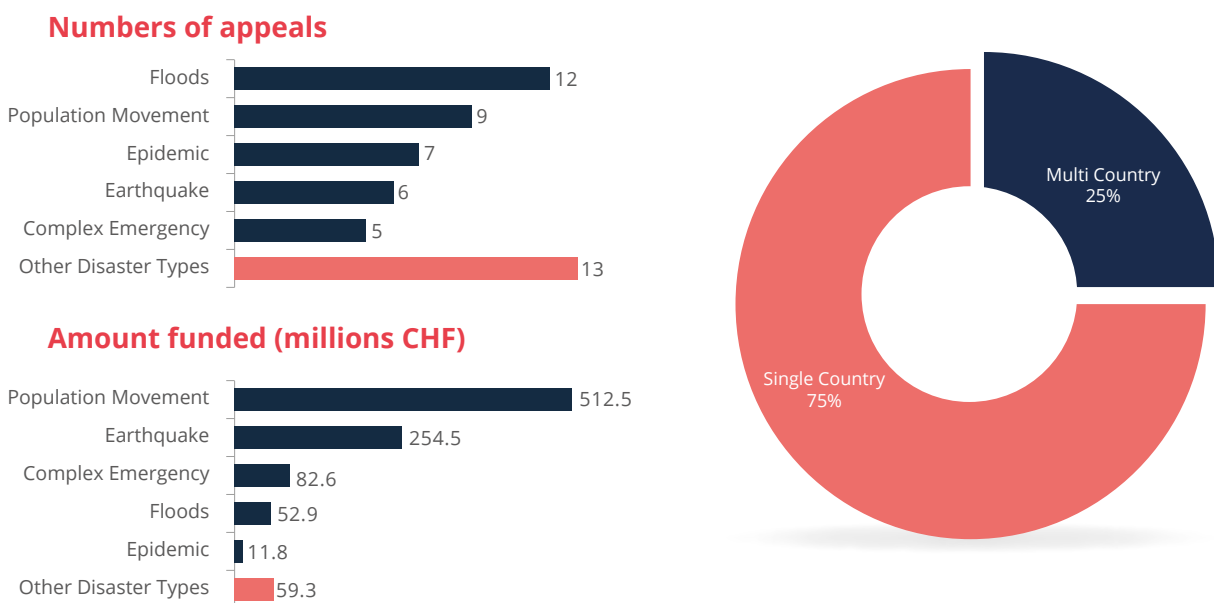


Fig. 8: Numbers of appeals and amounts funded (millions (CHF))



² Emergency Appeals from 1st of January of 2021 to 30th of June of 2024 as reported in the GO platform (accessed on July 12th of 2024). The map highlights countries targeted by the Appeals, with a darker red meaning a higher number of appeals targeting a country.

Mozambican Red Cross and other humanitarian actors on the ground in Sofala conducting rapid assessments of areas of origin of displaced persons and identification of alternative accommodation centres amidst heavy rains and flooding in Beira.
© Edgardo Ricardo, IFRC



By harnessing the transformative agenda set in Strategy 2030 and the Agenda for Renewal, and informed by the IFRC Disaster Risk Management [Policy](#), the IFRC network will amplify its collective ability to adapt, improve capacity for response, ensure that greater access to information will empower collective collaboration and focus on results with more agile planning and budgeting.

The IFRC is striving to meet a challenging and crisis-prone future, by moving away from one-size-fits all response model to designing better, results-driven, context-appropriate responses and adapting and refining tools, approaches and partnerships, that will in turn save lives, alleviate suffering and maintain human dignity before, during and in the aftermath of man-made crises and disasters. The IFRC network's operations will prioritize the reimagining of its local to global disaster management system, enhancing regional response and recovery capacity and risk management in operations.

Attention to disaster risk reduction (DRR) globally continues to grow with clear recognition that the cost of inaction is too high. Climate change awareness, international agreements such as the SDGs, the Sendai Framework for DRR and the Paris Agreement and increased funding and investment are all testament to this, and National Societies are critically placed to demonstrate leadership and local action. There will be an acute focus on enhancing National Society capacity, supporting the development and implementation of early action plans by an increasing number of National Societies for an increasing number of hazards, enhancing access to climate finance (e.g., from [GCF](#) and the [CREWS Initiative](#)) and co-leading/hosting initiatives such as the [Anticipation Hub](#), [Risk-informed Early Action Partnership](#) and most recently the preparedness for response pillar of the [Early Warnings for All Initiative](#).

This strategic priority will also focus on scaling up programming carried out by National Societies on community-based DRR. This will include investment in early warning and anticipatory action and links to Protection, Gender and Inclusion (PGI) approaches (with a particular focus on child participation and protection), [Community Engagement and Accountability \(CEA\)](#) and [Cash and Voucher Assistance \(CVA\)](#) to ensure that people in communities with alerts have access to communication and financial assistance to help them act on warnings. This will be carried out by promoting and supporting the measurement of community risk and resilience (including using IFRC's renowned [Enhanced Vulnerability and Capacity Assessment](#)) and the development of risk-informed community action plans, connected to and informed by national climate risk assessments and strategies. Globally, several issues will be the focus of attention by the IFRC network, namely DRR in fragile, conflict and violence affected contexts, urban DRR/resilience and mainstreaming DRR in operations/recovery.

Equally, greater efforts are being put into ensuring that the IFRC can act as a catalyst for developing a nexus between humanitarian assistance and development response, through ensuring more effective mainstreaming of CEA, CVA, social protection, food security and livelihoods in response. Thus, underlining the need to move from one-off interventions during an emergency to sustainable, scaled-up responses to improve the well-being of the most vulnerable populations.

The IFRC will leverage data and evidence for decision-making by systematically tracking, analysing, and using community insights to inform decision-making and gathering more evidence to demonstrate the impact of community engagement on programme and operational quality and effectiveness, and on peoples' trust in the IFRC network.

Equally, more will be done to strengthen legal and regulatory frameworks in order to effectively manage disasters and disaster risk. Strong and well-implemented legal and regulatory frameworks provide the architecture for an effective and well-functioning disaster risk governance system and are essential in preventing and reducing the impact of disasters, strengthening the resilience of communities and saving lives. The IFRC will capitalize on over 20 years of experience in this area and on its mandate established by resolutions of the International Conference of the Red Cross and Red Crescent adopted by the state parties to the Geneva Conventions and the components of the International Red Cross and Red Crescent Movement.

Specifically, the following areas will be prioritized:

Disaster Preparedness, Readiness and Response

- Emergency Appeals will continue to be the central mechanism for outlining resource requirements and activating global support for the network in delivering meaningful response to disasters and crises. The IFRC will continue to ensure greater connectivity between preparedness, emergency response and longer-term programming work.
- A new emergency response framework will bring together a comprehensive approach to increase speed, agility and innovation in emergencies and greater shared accountability for the response. In addition to the emergency response framework, an immediate response protocol is being developed which will provide an overview of streamlined procedures that should be followed in the immediate weeks following an emergency.
- The surge system will be reinforced and, in line with the localization agenda, will be strengthened emphasizing the role of local branches and national and regional disaster and crisis response teams. This will enable greater expansion of knowledge, expertise, languages and cultural sensitivity in Red Cross and Red Crescent response teams.
- Global pre-positioned stock strategy will be reviewed with the aim of having appropriate standardized stocks in strategic locations with well-connected transport mechanisms. The approach of virtual warehousing will be piloted.
- The IFRC will lead a complete reimagining of the network's local to global disaster management system, enhancing regional- and country-level anticipation, response and recovery capacity and risk management in operations. This work will be in line with the IFRC's National Society Preparedness Framework, strengthening local capacities for multi-hazard and multi-sectoral preparedness actions.
- The IFRC will create a clear approach for the network's support to National Societies operating in fragile and complex settings in 2024. Research and analysis will be carried out on operational and policy issues related to protracted crises, to better inform IFRC action and support.
- [The Preparedness for Effective Response \(PER\)](#) approach will continue to foster analysis of National Society response capacities, strengths and weaknesses.

Early Warning and Early Action

- Developing and implementing National Society early action plans for an increasing number of hazards, and co-lead/host initiatives such as the [Anticipation Hub](#), [Risk-informed Early Action Partnership](#) and the preparedness for response pillar of the [Early Warnings for All Initiative](#).
- Maintain the IFRC's lead through continuing to chair the [Anticipation Hub Working Group](#) on this issue, on ensuring that issues of protection, gender and inclusion are integrated into the work on EW, EA and AA across the humanitarian sector,

Resilience

- **Community resilience to evolving and multiple shocks and hazards:** Mainstreaming DRR across all areas of work, supporting scale up of community-based DRR by National Societies in the most at-risk countries, including fragile, conflict and violence affected countries, through supporting the design of projects, development of proposals and access to partnerships and funding.
- **Integrated Risk Management:** Prioritize conducting multidisciplinary risk assessments including for environmental, social and economic factors as well as developing integrated risk management plans which address the interplay between different types of hazards. The IFRC will continue to collaborate with academic and research institutions to enhance integrated risk management practices.

Socio-Economic Empowerment

- Champion a shift from one-off crisis interventions to sustainable and scalable resilience, through a dedicated new Socio-Economic Empowerment function. This new approach brings together IFRC network experts in CEA, CVA, Social Protection, [Food Security and Livelihoods](#), in close collaboration with experts in Protection, Gender and Inclusion. The socio-economic empowerment model will enable community-driven resilience actions; employment, self-employment and entrepreneurial development; and local economic production and market linkages.

Disaster Law

- Support National Societies, governments and regional disaster risk management organizations in strengthening disaster governance, through the development and implementation of disaster and emergency-related legal and regulatory frameworks, including through technical support, capacity building, the development of tools, models and guidelines, advocacy, research and promoting the sharing of experiences and best practices between countries.
- Support international discussions with regard to the prospect of the elaboration of a convention by the UN General Assembly or by an international conference of plenipotentiaries on the basis of the draft articles on the protection of persons in the event of disasters, or any other potential course of action with respect to the draft articles, and in the development and strengthening of regional disaster cooperation mechanisms.

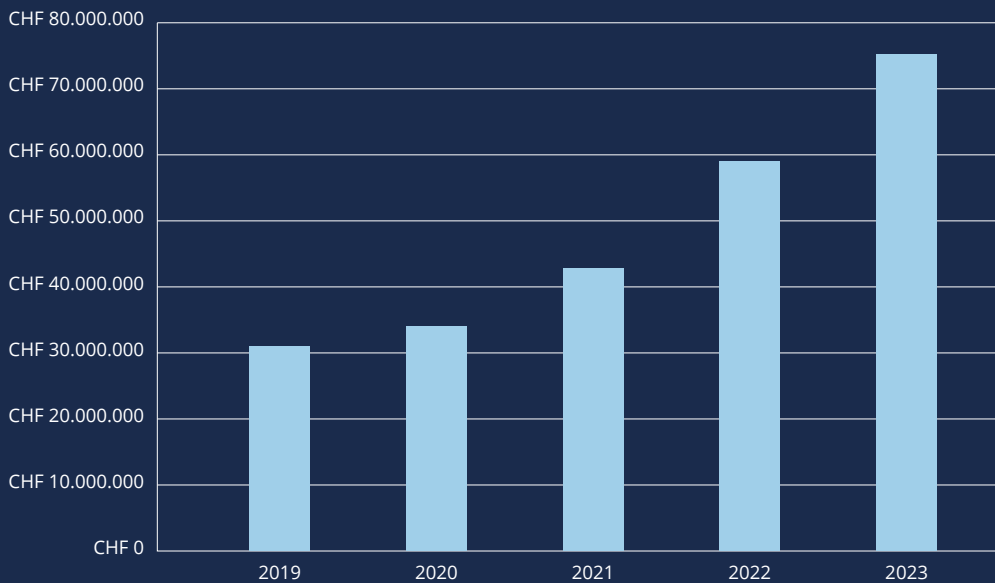


Key Initiatives Driving Local Impact

- The IFRC [Disaster Response Emergency Fund \(DREF\)](#) remains an essential flexible emergency funding source for National Societies and a highly cost-effective way for donors and partners to support local humanitarian action. It has been revitalized for it to be easier for National Societies to receive the resources they need to manage local disaster risks. This will

be facilitated through the ambition of reaching CHF 100 million DREF funding per year, including through its innovative [insurance component](#). The IFRC DREF will also raise its capacity to reach people before the disaster strike with the increase of the [Anticipatory Action Pillar](#).

Fig. 9: IFRC-DREF Allocations 2019-2023



From **125** Operations in **2019**, to **160** in **2023**. From **78** to **90 NSs** accessing DREF.

- **Early Warning for All Initiative:** The IFRC and the United Nations are accelerating action to ensure that everyone is protected by early warnings by 2027. Support for the roll-out of the Early Warnings for All initiative will be a priority, including through IFRC's global leadership of Pillar 4 on preparedness for response to warnings. The IFRC will also be actively engaged in Pillars 1 and 3 of the initiative, namely Disaster Risk Knowledge and Warning Dissemination and Communication respectively. This work will be carried out in close collaboration with reference centres experts at the [Global Disaster Preparedness Centre](#), the [Red Cross Red Crescent Climate Centre](#) and [Anticipation Hub](#)
- **Enhanced GO Platform Functionality:** This initiative aims to expand the functionalities of the GO platform by integrating advanced data analytics and visualization tools. The platform will be equipped to handle larger volumes of data from diverse sources, providing comprehensive situational awareness and

facilitating better coordination among responders. Training programmes will be conducted to ensure that National Societies and emergency response teams can effectively utilize the enhanced features of the GO platform for efficient and effective disaster management.

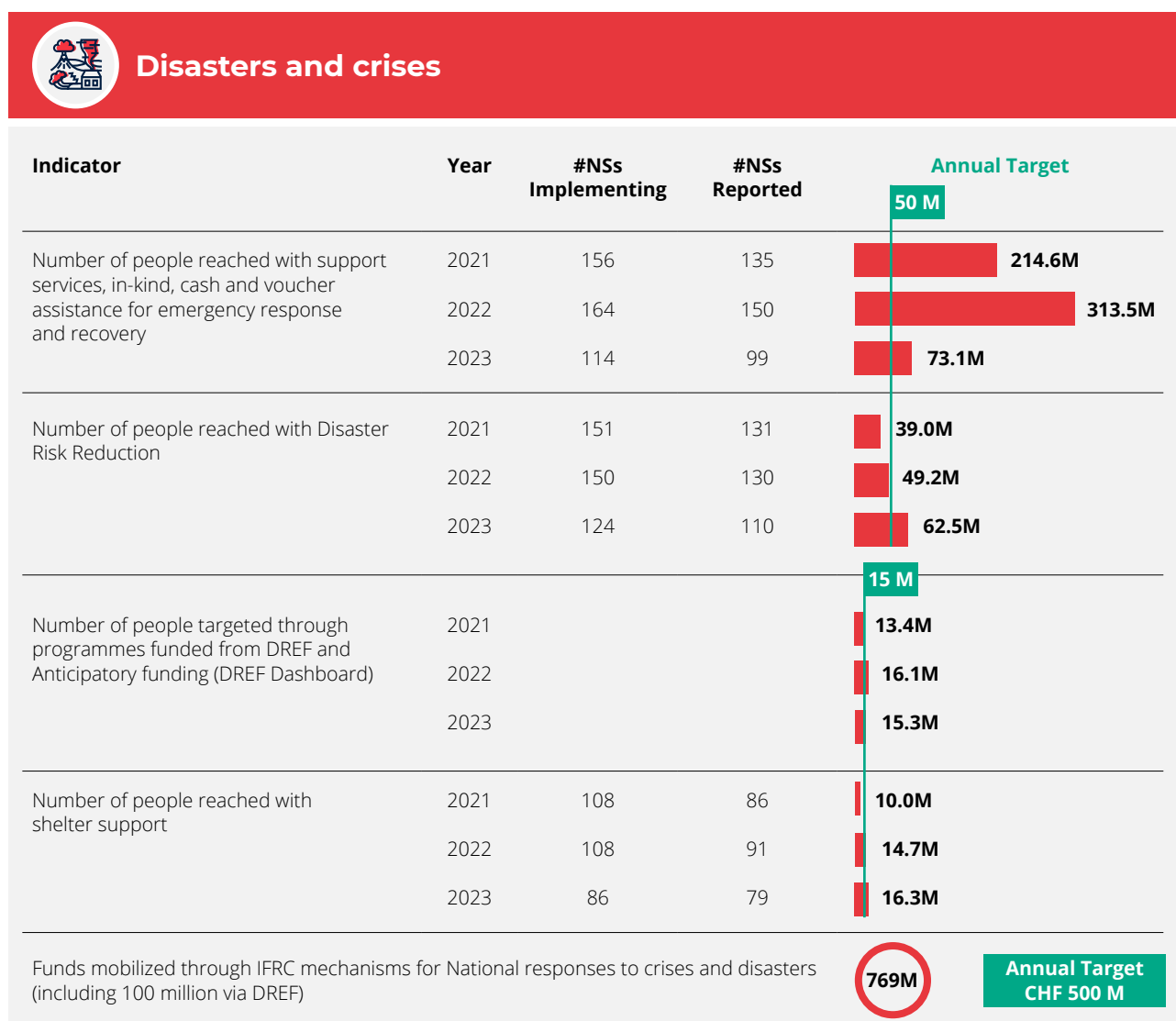
- **Assistance Platform Initiative:** This initiative leverages digital solutions to enhance humanitarian services, addressing evolving needs and technological trends. The key objectives are to identify, evolve and develop digital solutions tailored to diverse needs and contexts, and ensure interoperability, scalability and sustainability, considering National Societies' capabilities. The Integrated Assistance initiative seeks to align and share the needs of people affected across lines of service (sectors) to more efficiently and effectively meet those needs, while expanding access and entry points. This should enable self-enrollment and integrated assistance, whether cash transfers or other forms of assistance.

TARGETS:

- Reach 50 million people per year with support services, in-kind, cash and voucher assistance for emergency response and recovery (50% of assistance in the form of cash by 2026).
- Engage 100 National Societies in preparedness and capacity-building processes (such as forecast-based financing, early action, preparedness for effective response-PER, cash preparedness, and logistics) (cumulative until 2026, no National Society counted twice).
- Mobilize 500 million Swiss francs per year through IFRC mechanisms for National Society responses to crises and disasters, including 100 million via the DREF.
- Support 30 governments to adopt new legal instruments related to disaster law.
- 50 National Societies have shelter and urban strategies in place by 2026, which include city-level coordination, partnerships with development actors and actionable municipal contingency and response plans.

CURRENT STATE

Fig. 10: SP2 – Disasters and crises



As part of the Water, Sanitation and Hygiene (WASH) project, the Nepal Red Cross Society conducts various activities. This includes sessions such as handwashing, health and hygiene awareness, and skills development trainings for communities. The team also works to ensure that the households have access to clean drinking water.
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3. Health and wellbeing

This strategic priority is informed by the global health landscape including the global response to the COVID-19 pandemic, the escalating impacts of major crises including climate and health, efforts to better prepare for and respond to the next epidemic and pandemic and lack of access to safe drinking [water, sanitation and hygiene \(WASH\)](#), and increasing malnutrition and non-communicable diseases.

The unprecedented scale of the COVID-19 pandemic has not only strained healthcare systems worldwide but has also exposed vulnerabilities in preparedness and response mechanisms. The pandemic has revealed gaps in global health infrastructure and underscored the importance of robust, adaptive frameworks capable of addressing both acute and protracted health crises.

Disease outbreaks beyond COVID-19, emerging pathogens, antimicrobial resistance and the potential for zoonotic spillover necessitate a proactive approach. The IFRC, therefore, aims to integrate lessons learned from recent outbreaks, fostering an approach that is resilient and capable of responding to the ever-changing landscape of global health threats.

Geo-political conflicts have added a layer of complexity to humanitarian response efforts. The consequences of conflict on healthcare infrastructure, access to essential services and the overall well-being of affected populations underscore the need for the IFRC to ensure that no one is left behind in times of crisis.

Disasters, exacerbated by climate change, have become more frequent and severe, amplifying the humanitarian burden on communities worldwide. Floods, hurricanes, wildfires and other climate-related events pose direct threats to public health, disrupting healthcare systems and exacerbating existing vulnerabilities. This strategic priority prioritizes climate-resilient strategies, acknowledging the interconnectedness of health and climate change. By doing so, the IFRC aims to strengthen National Society capacity to address the compounding impacts of natural hazards on health outcomes.

The IFRC has adopted a forward-looking approach to the broader determinants of health. Climate change, social determinants and structural inequalities significantly influence health outcomes. By acknowledging these factors and integrating a health equity lens, the IFRC aims to contribute to the global health agenda by addressing the root causes of health disparities and promoting inclusive, accessible and sustainable health solutions.

The IFRC is equally seeking to fortify National Societies' abilities to respond effectively to pandemics through strategies that address the evolving nature of infectious diseases and public health emergencies. At the same time, it ensures a coherent approach in the implementation of health and care activities by 191 National Societies globally.

The IFRC network will continue to link its work in health and care to the global agenda on SDGs, primarily on SDG 3 "Ensure healthy lives and promote wellbeing for all at all ages" and SDG 6 "Ensure availability and sustainable management of water and sanitation for all." The IFRC also continues to engage in major health fora including the Global Health Multi-Stakeholder Dialogue, WHO Cholera Forum, World Health Assembly and the World Health Summit.

The following areas, in line with IFRC Health and Care Framework 2030, will be prioritized:

Global Health Security

- **Epidemic and Pandemic Preparedness and Response:** Engaging and training people worldwide in preparedness and response to prevent, detect and quickly respond to outbreaks – saving countless lives and promoting healthier communities.
- **Emergency Medicine Response, Pre-Hospital Care:** Providing timely, high quality clinical, public health, WASH and Mental Health and Psychosocial support (MHPSS) response in emergencies and review existing emergency response mechanisms and how these can be optimized.
- **Community Health Workforce:** Expanding and strengthening the capacity, training and supervision of the community health workforce and health systems globally.
- **Surveillance and Screening:** Strengthening public health surveillance focused on the following: i) expanding community-based surveillance, ii) conducting integrated outbreak analytics, iii) expanding risk and hazard mapping, and iv) expanding early detection and sharing of concerns.
- **Health policy:** Engaging in relevant health and public health advocacy platforms with a focus on the annual World Health Assembly, UN General Assembly and World Health Summit.

Global Health Protection and Universal Health Coverage

- **Health Protection Programmes (cash or integrated delivery services):** Ensuring that Universal Health Coverage through health programming that is integrated and community centred.
- **First Aid, Resuscitation:** Gaining expertise, knowledge and practices to take a leading role in first aid through building capacity at both branch and national level.
- **Nutrition:** Increasing public awareness and building internal capacities to carry out nutrition-related interventions to promote good nutrition principles and practices.
- **Immunization:** Reaching more than six million zero dose children globally and reinforcing both polio eradication efforts and routine immunization strengthening in multiple countries.
- **Primary Health Care and Programmes:** MHPSS, Malaria, HIV, TB, Noncommunicable diseases (NCDs), Ageing, Maternal Childcare, Blood Centres, Harm Reduction, Palliative Care, Quality/Safety and Evidence-Based Research: National Societies' primary health care programming is supported through health topic specific guidance documents, trainings and toolkits.
- **Risk Communication and Community Engagement:** Developing, implementing and monitoring effective communication programmes with the public, through engaging communities and local leaders to support communities to prepare for a response to ongoing and urgent health issues.
- **Climate Health Adaptation and Migration Health:** Establishing community-based surveillance and early warning/early detection related to climate and providing inclusive health services that respond to the health and access needs of migrants.

Global Water Security

- **Cholera:** Preparedness and response, long-term planning, coordination and advocacy and housing the Country Support Platform
- **WASH:** Emergency preparedness and response providing long term development and coordination of WASH services.
- **Climate Action:** Implementing climate resilient and environmentally sustainable Water Security Systems.
- **Urban Action:** Enabling urban communities to meet their health and basic socio-economic needs through water security.
- **Water and Peace:** Reducing the multiplier effects of water stress in fragile contexts, creating water security for peaceful communities.

Transformative Partnerships

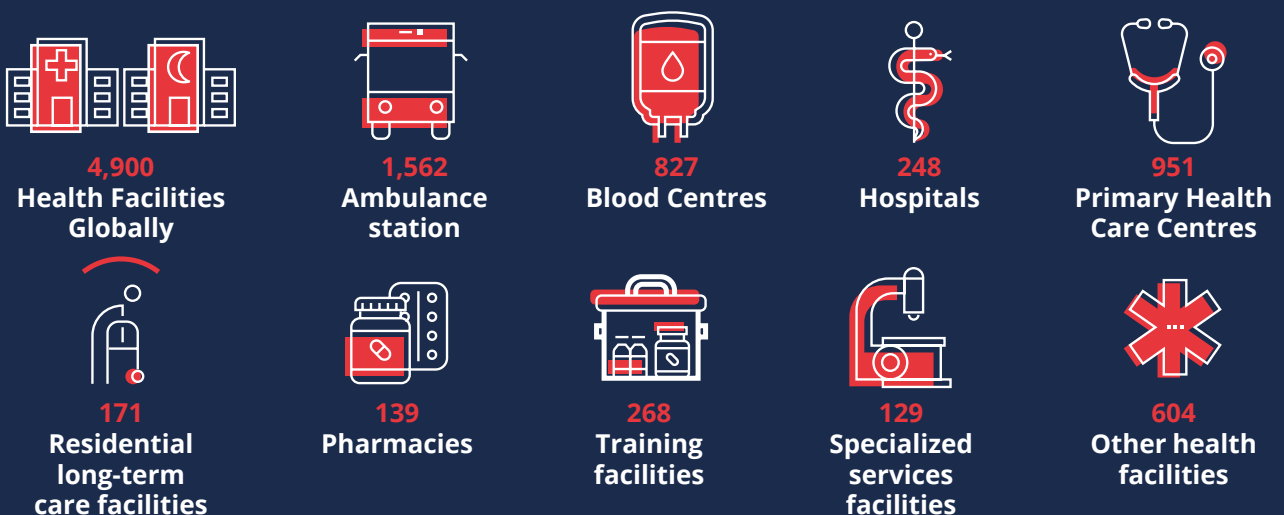
- **Donors:** Working directly with the donor community to ensure required funding is available to meet the health and WASH needs of the most vulnerable communities.
- **Academia:** Working with academic and research institutions to ensure health and WASH interventions are evidence-based, follow best practices and meet the needs of the most vulnerable. In addition, work with academic and research institutions to address evidence gaps.
- **Health Organizations, Societies, Foundations and Institutions:** Collaborating with normative and technical agencies to ensure alignment of IFRC guidance documents as well as effective adaptation at national level to comply with national health policy and guidance.
- **National Societies, Reference Centres, Communities and Governments:** Ensuring reference Centres provide evidence-based guidance that can be adapted at country level to support community-centred interventions and that auxiliary role of National Societies can be leveraged.
- **Pharmaceutical – Medical Supplies (Training, Logistics):** Collaborating with private sector and pharmaceutical partners to provide National Societies with international and in-country logistics support, training in the roll-out of new health commodities and understanding the national policy environment vis-à-vis the role community-based volunteers can play in supporting the implementation of health interventions from testing to treatment.



Key Initiatives Driving Local Impact

- Community Epidemic and Pandemic Preparedness Programme (CP3): through the USAID-funded CP3 the IFRC supports since 2017 the implementation of programmes to strengthen epidemic and pandemic preparedness and response in 27 countries (currently active in Cameroon, Democratic Republic of Congo, Guinea, Indonesia, Kenya, Sierra Leone and Uganda).
- Building Community Health Work Forces: [Resilient and Empowered African Community Health \(REACH\)](#) initiative co-created by the IFRC and the Africa Centres for Disease Control (currently being implemented in Burkina Faso, Central African Republic, Egypt, Gambia, Kenya, Malawi, Mali, Morocco, Nigeria, Somalia/Somaliland, South Sudan and Togo) aims to strengthen the community health workforce by training two million community health workers, and enhancing health systems across the continent. The initiative aims to raise over CHF 2 billion in funding over the next five years.
- Saving Lives and Livelihoods: this partnership with Africa Centres for Disease Control and Prevention and the Mastercard Foundation, aims to ensure vaccine equity for Africa, support the delivery of vaccinations to millions of people and integrate into and support the delivery of routine immunization, ensuring the strengthening of African public health systems.
- Alliance for Malaria Prevention (AMP): The IFRC chairs the AMP – a global partnership of 40+ organizations that works to increase access to, and use of, insecticide-treated nets. This work involves campaigns and continuous distribution strategies.
- Cholera, Country Support Platform (CSP): The Global Task Force on Cholera Control (GTFCC) is a partnership of more than 50 institutions, including NGOs, academic institutions, and UN agencies, with a secretariat hosted by the WHO. The IFRC hosts the operational arm of this partnership, the CSO, which provides cholera affected countries with technical assistance to develop National Cholera Plans, advocacy and resource mobilization support, and capacity building to help them end cholera.
- One WASH is a cross-cutting initiative, which includes prevention and support for the elimination of cholera, pandemic prevention, climate-change mitigation and poverty reduction in communities. One WASH covers both emergency and developmental WASH. Emergency WASH includes both response and capacity building for preparedness. Developmental WASH is carried out in rural and urban settings and includes community water supply, household sanitation and hygiene promotion. The IFRC also supports innovation for WASH technology and approaches.
- **Professional health services mapping:** the objective of this initiative, supported by the Norwegian Red Cross, is to better position the IFRC Network as a key health partner through the auxiliary role of National Societies. It aims to provide a better understanding of professional health services and capacities in the network; enable leveraging this information to strengthen National Society preparedness, readiness and delivery; and improve coordination and interoperability within the network and with partners. For the initial mapping data was reported by 179 National Societies and it is planned to continue completing the mapping and updating it on an annual basis.

Fig 11: Global Figures

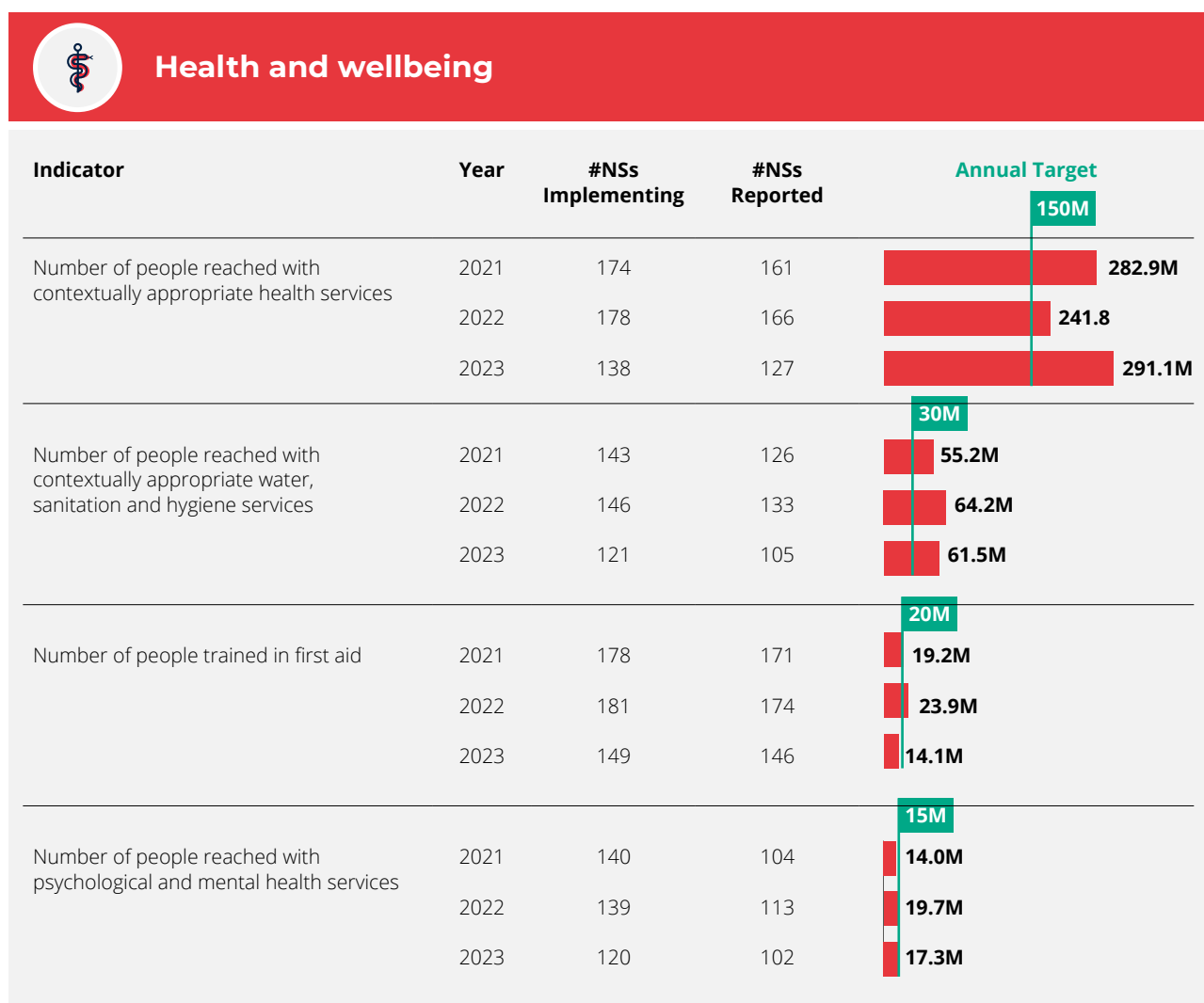


TARGETS:

- Reach 150 million people per year with contextually appropriate health services.
- Reach 30 million people per year with contextually appropriate water, sanitation, and hygiene services.
- Reach 15 million people per year with mental health and psychosocial support services.
- Train 20 million people per year in first aid.

CURRENT STATE

Fig. 12: SP3 – Health and wellbeing



4. Migration and displacement

The humanitarian situation of migrants and displaced persons remains alarming. Global totals of refugees and internally displaced persons remain at historic highs, driven by disasters, including related to the climate crisis, new and old conflicts, and other crises. People on the move across the globe continue to face barriers to accessing essential and often life-saving support. Others face barriers to integration and socio-economic inclusion in societies, including discrimination and marginalization. For many, needs persist even on return to countries of origin.

Guided by the [IFRC's Policy on Migration](#) and the [Movement's Policy on Internal Displacement](#), the IFRC network aims to ensure that all people who migrate and are displaced are safe, are treated humanely and with dignity, and have the assistance and protection support they need to thrive in inclusive societies. In October 2024, a new Movement Migration Strategy will be adopted, bringing together for the first time all Movement components in the field of migration.

Humanitarian needs for migrants and displaced persons may range from emergency needs including health, WASH, food, shelter and restoring family links, as well as protection and longer-term needs related to livelihoods, education, social inclusion and support for the attainment of durable solutions (i.e., integration, safe returns, resettlement to other countries or other parts of the same country). To achieve this, IFRC network capacities will be enhanced to understand migration dynamics in their contexts and deliver appropriate humanitarian services to migrants, displaced people and those impacted by the migratory and displacement phenomenon (including families who stay behind) in coordination with relevant local and international actors. The IFRC will continue to leverage its distinct presence in countries of origin, transit and destination as well as its inclusive and holistic approach, focused on needs and capacities, and not status.

The IFRC will continue to invest in supporting National Societies' capacities to prepare, anticipate and respond rapidly to migration and displacement crises. This will include investing in anticipatory action approaches to population movement. The IFRC will facilitate the further scaling up of joined up approaches between National Societies across borders and along migration routes, based on strengthened coordination and collaboration among National Societies, providing a continuity of care and humanitarian support to people on the move.

The IFRC will broaden its research activities to better understand the dynamics and drivers of migration and displacement in specific contexts. This will allow the IFRC network and individual National Societies to provide effective support in countries of origin – addressing pressures on communities of origin related to socio-economic distress, linked to environmental degradation and the impacts of the climate crisis, as well as those due to persecution, discrimination and abuses. The IFRC will further explore support in addressing these dynamics, risks and drivers by scaling up programming that strengthens the resilience of people through action at the community level. This may include supporting disaster preparedness, climate adaptation and risk reduction, in others this may be linked to education, livelihoods and food security, ultimately to contribute to alleviating pressures that can induce people to migrate against their will and desire. By supporting disaster preparedness and building resilience at community level, National Societies contribute to alleviating pressures that can induce people to migrate against their will and desire.

In addition, the IFRC actively supports coordination mechanisms such as the Migration Leadership Group, the Global Migration Taskforce, the Movement Reference Group on Internal Displacement and the research and analysis of the [Global Migration Lab](#). These groups help leverage expertise and insights across the network, as well as to ensure a collective and coordinated global approach based on local needs and local response.

128 people in distress were rescued at the Mediterranean Sea by the Ocean Viking over the weekend. IFRC and SOS MEDITERRANEE are now taking care of them aboard while people are waiting to disembark in Italy.
© IFRC & SOSMedINTL



The following areas will be prioritized:

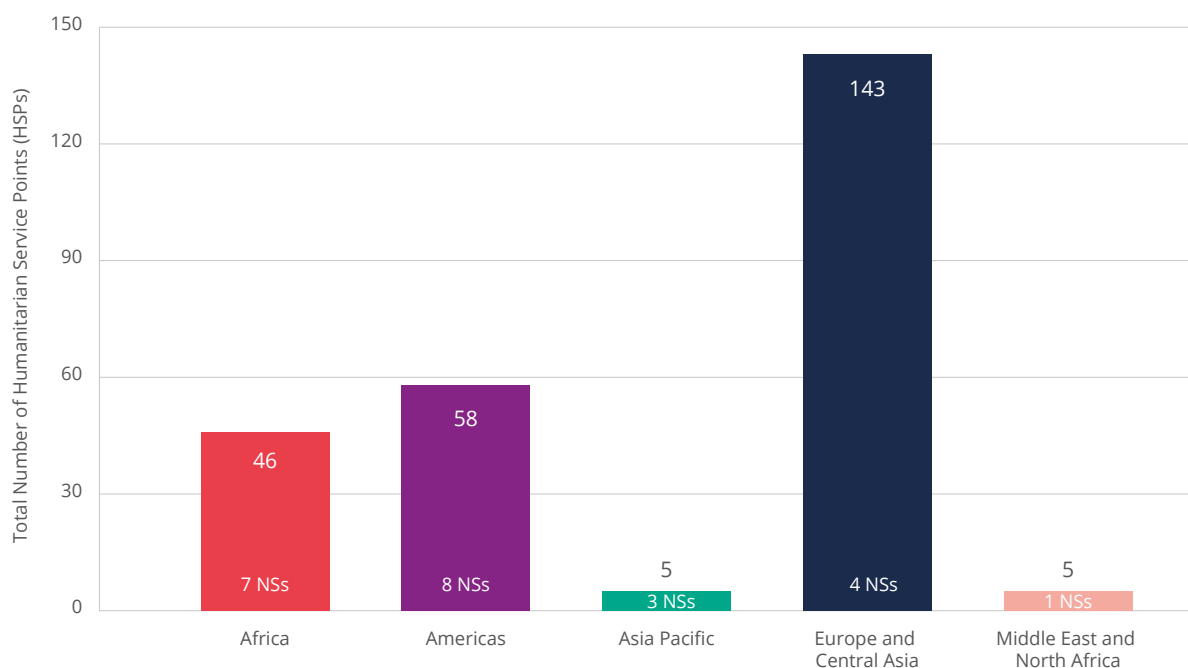
Migration and Displacement Crises and Operations

- Investing in National Society preparedness for specific needs, vulnerabilities and approaches in the context of migration and displacement crises.
- Investing in National Society response to crises, including anticipatory action.
- Supporting National Societies to connect emergency response with longer-term support for migrants, refugees and displaced communities, including those in contexts of protracted displacement.

Route-Based Programming and Humanitarian Service Points

- Ensuring a continued focus on route-based programming and making humanitarian services available at critical locations along migratory routes, and as people cross countries and regions.
- This will include establishing or scaling up [Humanitarian Service Points](#) that provides a safe environment and essential services to people on the move. This includes further investing in and scaling up the IFRC Global Route Based Migration Programme.

Fig. 13: Number of Humanitarian Service Points (HSPs) that provided assistance and /or protection to people on the move along land based migration routes



Alleviate Migratory Pressures and Reintegration of Returnees

- Focus on addressing essential needs along migration routes will be complemented with programming to support the socio-economic empowerment of communities affected by migration and displacement, including through the new IFRC integration and inclusion framework.
- This will also be complemented by a focus on return and reintegration support for returning migrants, in countries of origin.

Climate-Related Displacement

- Developing a new global programme addressing the growing crisis of climate-related displacement. This new approach to supporting communities at risk will be guided by the needs of National Societies and affected people in countries most vulnerable to the climate crisis. The programme will be global in scale but will be rooted in localized plans to provide principled humanitarian support in the context of climate-related displacement.

Advocacy and Policy Change

- Continuing to work with National Societies to negotiate policies, agreements or legal provisions related to their auxiliary role in supporting people on the move, including support in negotiating agreements concerning Humanitarian Service Points. Well-coordinated IFRC network advocacy will continue to press for action to ensure the safety of migrants and displaced persons, their access to essential services, and solutions for addressing the increasing risk of climate-induced displacement. This includes engaging in global fora and processes, to influence global level normative, policy and practice change, including in key processes including the Global Compact for Refugees, the Global Compact for Migration and other related processes and *fora*.

Key Initiatives Driving Local Impact

- The [Global Route-Based Migration Programme](#) is a multi-regional programme, bringing together the humanitarian operations of 59 National Societies in Africa, the Americas, Europe and the Middle East regions, aims at improving the safety and dignity of 4.7 million people each year, ensuring that the most vulnerable are protected from harm and are able to meet their basic needs.
- [Humanitarian Service Point at Sea \(HSP@Sea\)](#): The IFRC, in partnership with SOS MEDITERRANEE, will continue to provide humanitarian services on board the Ocean Viking ship which conducts rescue operations. While SOS MEDITERRANEE focuses on search and rescue at sea, the IFRC team focuses on providing humanitarian post-rescue services, including health services (medical care, first aid, psychosocial support), relief (food and non-food items) and protection.

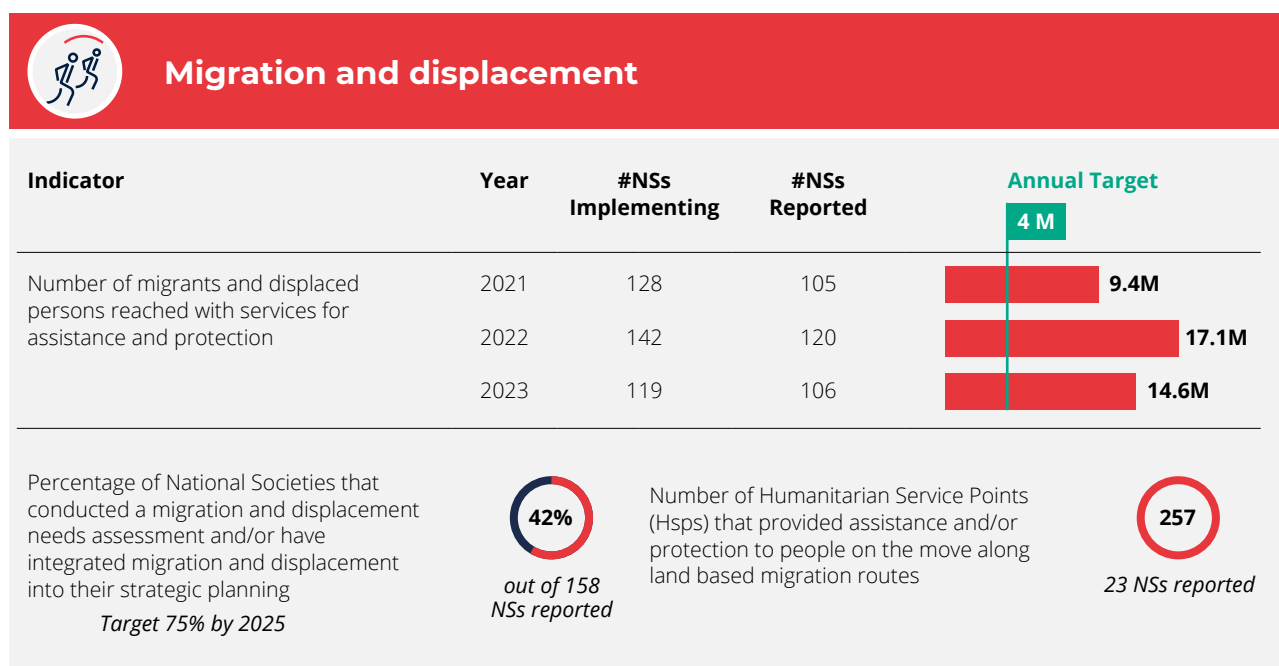


TARGETS:

- 75% of National Societies have conducted a migration and displacement needs assessment and/or have integrated migration and displacement into their strategic planning.
- All National Societies operating along main migratory routes have the capacity to access resources to establish Humanitarian Service Points, providing access to assistance, protection and integration support to migrants and displaced.

CURRENT STATE

Fig. 14: SP4 – Migration and displacement



5. Values, power and inclusion

The world faces complex and varying patterns of vulnerability owing to gender, diversity, socio-economic and other factors. Rising divisions between individuals and amongst communities fueled by populism, social and political polarization, are leading to exclusionary policies and practices. This, coupled with the spread of misinformation and disinformation, erodes trust in institutions, governments and communities, making it harder to tackle pressing issues like public health and climate change.

Meanwhile, the lingering effects of COVID-19, ongoing economic crises, multiple global conflicts, environmental inequality linked to climate change, technological inequality linked to the digital divide all exacerbate existing inequalities. The gap between the rich and the poor widens, straining social safety nets and increasing vulnerability to protection risks like sexual and gender-based violence and trafficking in human beings, and to exclusion of the most marginalized groups and individuals. This highlights the urgent need for inclusive systems and services designed with the active participation of everyone. All of this also contributes to a rising tide of mental health issues, with anxiety and depression becoming increasingly prevalent.

Respect for human dignity is driven by an understanding and appreciation of the Fundamental Principles and humanitarian values which define the IFRC network and how it works. The Fundamental Principles have come under increased scrutiny and pressure in certain contexts within which the IFRC and National Societies are operating in has in recent years. The politicization of aid, polarization, security concerns and disinformation are some elements that pose challenging operating environments and required concerted efforts in ensuring that the Fundamental Principles remain not only relevant but are reaffirmed and strengthened to meet the needs of affected populations.

In response to current humanitarian environment, there is a need to increase access to formal and non-formal education, particularly for children and young adults during emergencies, protracted crises or following displacement. There is also a need for National Societies to invest in building trust and improving the life changes of at-risk and/or marginalized groups in the communities it is rooted in. This includes designing programmes and services aimed at building skills and empathy, developing critical thinking and promoting humanitarian values.

Efforts will also focus on ensuring that the IFRC and National Societies are safe and inclusive organizations, where dignity, access, participation and safety for people of all identities is central to all that the network does. To achieve this, the IFRC will support National Societies in adhering to the provisions of the Protection, Gender and Inclusion (PGI) policy, by implementing appropriate institutional, programmatic and advocacy work relevant to their contexts, guided by the PGI Operational Framework. There is a need to further ensure that the specific needs of persons with disabilities are considered, without discrimination, to ensure their full participation in programmatic and advocacy efforts as well as meaningful access both in terms of protection and assistance.

In line with commitments to CEA, the IFRC will support National Societies in prioritizing engaging community members as equal partners in all activities and will ensure that robust and effective complaints mechanisms are in place as well as allow for opportunities for two-way communication. The IFRC will lead network-wide efforts in preventing the risk of sexual abuse and exploitation and ensuring safeguarding for people receiving services.

The following areas will be prioritized:

Humanitarian Values and Fundamental Principles

- Ensuring renewed focus on humanitarian values and reaffirming centrality of Fundamental Principles in today's complex operating environments. This will require enhancing understanding across the network of the values and Fundamental Principles that underpin all actions by demonstrating how their practical implementation can improve access and security of an organization and overcome operational challenges.

Humanitarian Education

- The IFRC's [Strategic Framework on Education 2020-2030](#) aims to provide all individuals with equitable and safe access to inclusive, high-quality education. Guided by the Framework, the actions taken under humanitarian education build on the network's existing work in education by mainstreaming modern approaches to developing non-violent skills and promoting peaceful attitudes. Efforts will be made to continue collaborating with National Societies, Ministries of Education, teachers and students to ensure continuous access to quality education in times of crisis and peace.

Protection, gender and inclusion (PGI) (including strengthening of safeguarding for National Societies)

In line with the **three priorities of the [2022 PGI policy](#)**, and [Operational Framework](#), National Societies will be supported to implement appropriate institutional, programmatic and advocacy work relevant to their context, based on identified priority areas. These include prevention and response to SGBV, trafficking, safeguarding (including child safeguarding), disability inclusion and addressing all forms of violence and discrimination in operations and programs.

- **Priority 1: building the institutional foundations for PGI across the Network.** National Societies policies, procedures and systems to tackle violence, discrimination and exclusion will continue to be strengthened, primarily through the Organizational Assessment Toolkit and the Safeguarding Self-Assessment. These processes lay the foundation for plans of action for tailored support to promote safety and inclusion in leadership, develop policies, strengthen competencies, resources, and accountability mechanisms.
- **Priority 2: integrating PGI comprehensively across all programmes and operations.** National Societies will be supported to address protection and exclusion risks in emergencies and in long-term programmes, across all sectors, with particular focus on migration, WASH, education, community health, and anticipatory action. The IFRC will continue to strengthen capacity to address PGI in emergencies, by increasing specialized PGI Rapid Response capacity, as well as ensuring that all personnel working in an IFRC-supported operation can demonstrate the core competencies for PGI, supporting greater adherence to the IFRC PGI Minimum Standards in emergencies, with improved monitoring. These efforts will support the development of the "Red links" programme (see key initiatives).

Mongolian Red Cross staff and volunteers visit the 85-year-old's yurt each month as part of their home care project. The volunteers and staff provide important psychosocial support, and help him with simple tasks such as collecting fire-wood and bringing water from well. They also helped him get his three COVID-19 vaccine doses and brought food parcels during lock-downs in the province. © IFRC



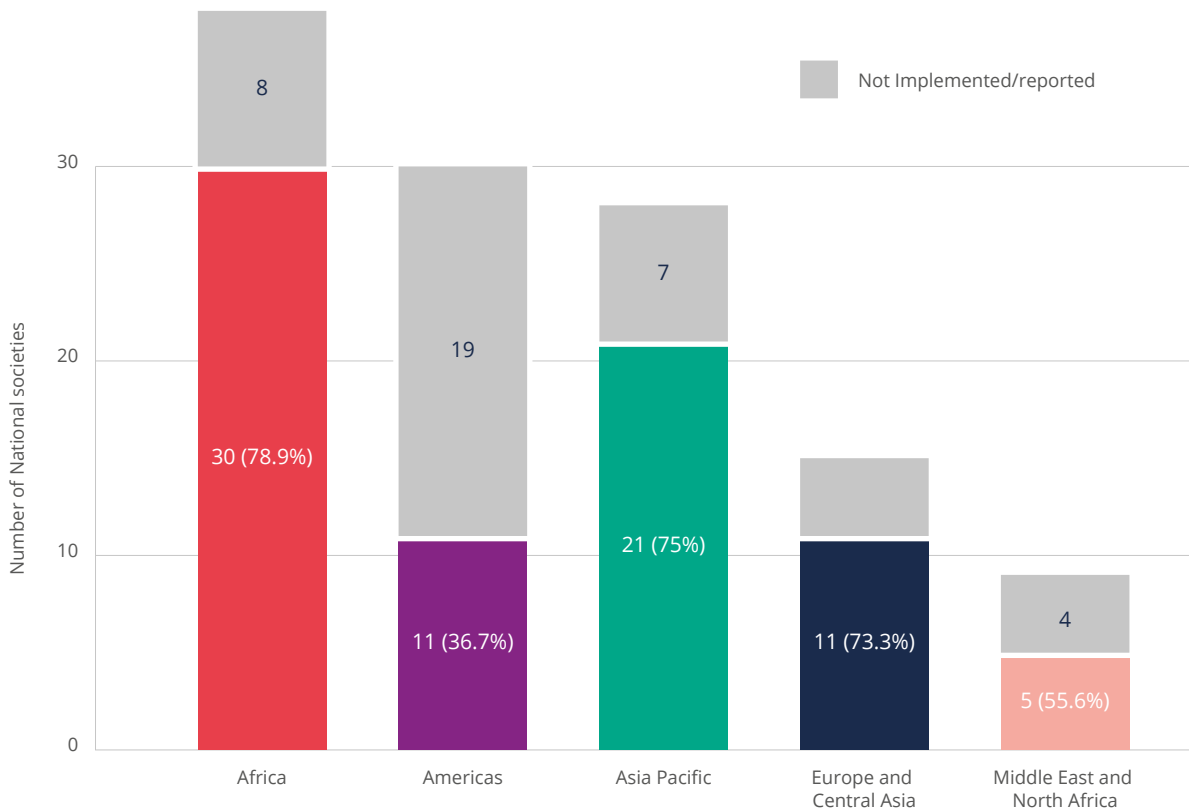
- **Priority 3: supporting institutional and programmatic work with improved advocacy, partnerships and learning.** The Global PGI Network will act as the driving force for more and better adoption of the PGI approach strengthening collaboration and coordination. This will be supported by improved knowledge sharing and data management, monitoring, reviews, evaluations and research – for example on climate change’s impact on inequality.

Strengthening Movement partnerships on PGI will be driven through the next phase of the “Protection in the Movement” initiative. The IFRC will continue to co-lead this initiative, ensuring effective implementation across the Network through a clear and practical “road map”.

Community Engagement and Accountability (CEA)

- Continue to implement its [2023–2025 CEA strategy](#) which contributes to Strategy 2030’s transformational aim to ‘ensure trust and accountability’, with the aim of strengthening the quality, relevance and impact of programmes. This will be contingent on working to empower communities to be more active in prioritizing their needs and leading in decision-making and implementation processes.

Fig. 15: Number of NSs who report that they have integrated and institutionalised Community Engagement and Accountability in their policies, operations, and procedures (with clear benchmarks)



- Embedding the [Movement Commitments](#) within organizational ways of working, leveraging data and evidence for decision-making by systematically tracking, analysing and using community data to inform decision-making. This will also include gathering more evidence to demonstrate the impact of community engagement on programme and operational quality and effectiveness and strengthening coordination and advocacy between Movement partners and external members.



Key Initiatives Driving Local Impact

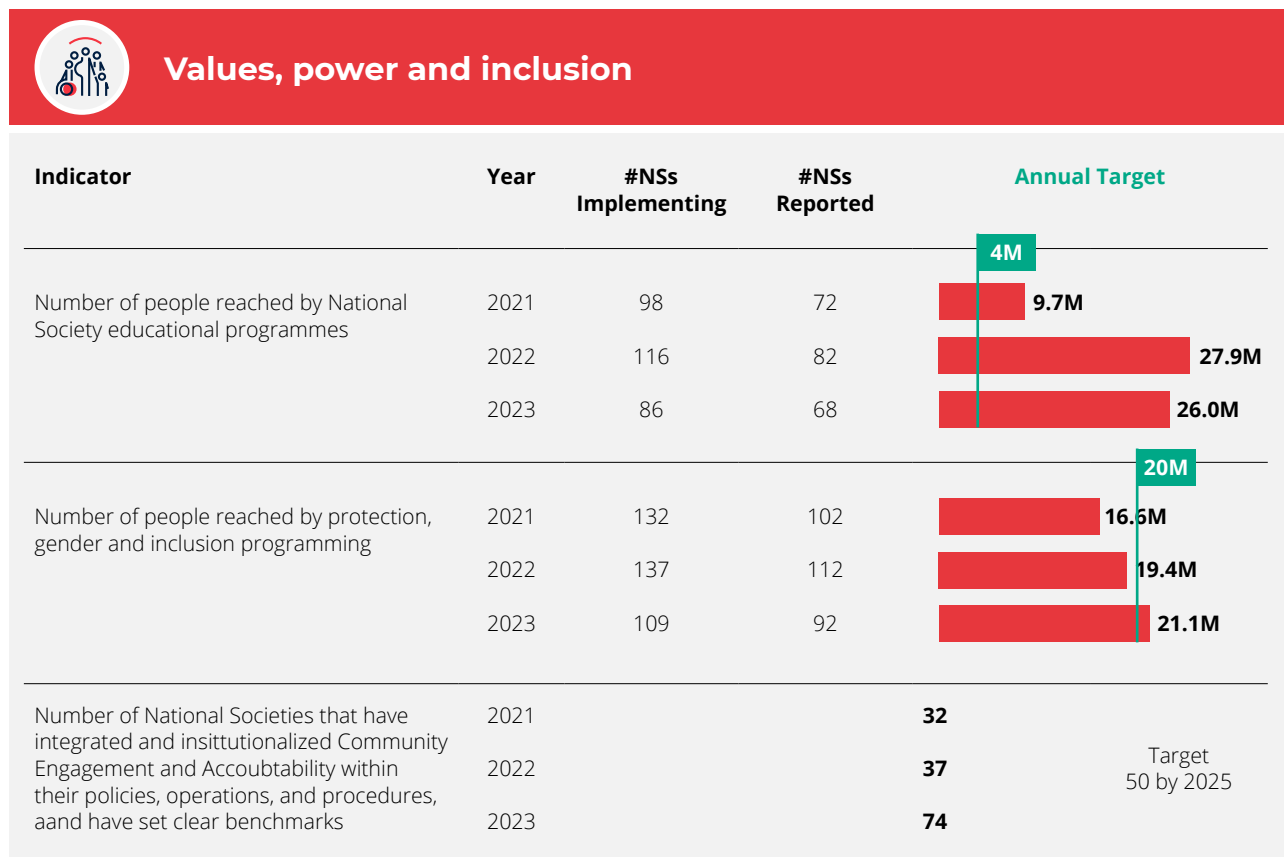
- **Fundamental Principles Global Think Tank:** The IFRC will spearhead “Fundamental Principles in today’s fast-changing world” initiative to support IFRC and National Society leadership in rekindling widespread understanding and a consistent and practical application of the Fundamental Principles. A Global Think Tank has been established with the objective of outlining the problems and challenges facing the Fundamental Principles, defining solutions and mitigation strategies and developing a thought package for leadership, staff, volunteers and members to encourage the implementation of the Fundamental Principles.
- **Red Education:** Research indicates that investing in education yields numerous benefits, including improved health, socio-economic development, food security, sustainable livelihoods, peacebuilding, social cohesion, and community resilience. The IFRC believes in the transformative power of education to develop individuals’ knowledge, values, and skills, enabling them to view situations from a humanitarian perspective and act according to the Fundamental Principles. RED Education will ensure a renewed focus on humanitarian values and reaffirming centrality of Fundamental Principles in today’s complex operating environments. This will require enhancing understanding across the network of the values and Fundamental Principles that underpin all actions by demonstrating how their practical implementation can improve access and security of an organization and overcome operational challenges. By 2030, the RED Education program aims to enhance access to quality education for 40 million children, adolescents, and young adults, particularly by protecting and supporting 100,000 education facilities and communities, including 1 million teachers and education personnel.
- **Red Links:** A five-year global programme, taking an innovative, localised approach to tackle global protection challenges through creating and using referral pathways. The programme aims to equip Red Cross and Red Crescent staff and volunteers with the tools, knowledge and skills to empower them to provide quality and dignified support to people affected by violence, exploitation, abuse or neglect.
- **Community Trust Index:** Continue to support the index to become a scientifically tested tool to systematically measure community trust towards the IFRC network. This will include measuring the dimensions of trust in Red Cross and Red Crescent National Societies and branches and track its variation over time; identifying and exploring the factors that influence trust in specific communities and populations that the IFRC network is serving; and implementing evidence-based recommendations, plans and actions to increase community trust.

TARGETS:

- Reach 4 million young people with skills- and values-based humanitarian education, through 80 National Societies collaborating in a flagship programme.
- At least 100 National Societies and the IFRC actively implement the gender and diversity policy and demonstrate tangible progress against agreed institutional and programming targets, including equal gender representation at all levels of leadership.

CURRENT STATE

Fig. 16: SP5 – Values, power and inclusion





ENABLING FUNCTIONS

ENABLING FUNCTIONS

Enabling functions describe how the IFRC will work to ensure that the renewal and transformations necessary to achieve the five strategic priorities of Strategy 2030 will occur. These enabling functions focus on strengthening operational coordination, National Society Development, advocating through humanitarian diplomacy, and maintaining rigorous accountability and operational agility. By enhancing these foundational areas, the IFRC aims to amplify its capacity to deliver timely and effective humanitarian aid, drive policy influence and foster sustainable organizational growth.

1. Strategic and operational coordination

The IFRC has a constitutional mandate to 'organize, coordinate and direct international relief actions in accordance with the [Principles and Rules for Red Cross and Red Crescent humanitarian Assistance](#). This Plan and Budget will focus on streamlining processes and making them more inclusive to improve the network's functioning.

The goal is for the IFRC network to be viewed as one entity: truly networked and acting as one, applying principles of humanitarian action, with one standard of accountability and a coherent action plan. Work will also be done to ensure the global network is future-fit, with the value of its local and global work fully recognized. National Societies will be supported to be seen as trusted partners of choice who deliver on their humanitarian mandate with efficiency and effectiveness.

In order to achieve a mindset shift that significantly changes how a distributed network operates, as recommended by Strategy 2030, the IFRC will draw on the capacity and expertise of its network of Reference [Centres](#). A standard model will be developed for coordination, alignment and accountability to encourage behavioural and cultural change between and within the reference centres and the IFRC network. This will include a framework for engagement to improve cooperation on topics of common interest and to define the role of reference centres in emergencies and global programmes, and as champions of knowledge management and advocacy. This transformative journey will be powered by knowledge gained from National Societies and the IFRC's own experiences.

The following will be prioritized under this enabling function:

Membership Coordination

- Continue to foster an enabling environment conducive for effective and cohesive coordination and membership engagement. This includes investment in increasing possibilities for peer-to-peer support, facilitating varied types of engagement and international support among National Societies, leveraging multiple platforms for exchange of information, best practices and know-how including but not limited to formal regional conferences, sub-regional, regional and global thematic and ad hoc groups.
- Ensure that institutional systems are agile enough to ensure quality emergency operations and effective coordination. The organization will implement its Emergency Response Framework and framework for international cooperation to increase agility.
- Optimize global services and supply chain management to provide greater service to National Societies, with their full participation, in support of cost efficiency gains and greater localization. This will include exploring the establishment of new logistics hubs in selected locations, for a global network of inter-connected hubs, supported by existing competencies of National Societies in service to emergency operations and for consolidation of global domestic demand and supply of the member National Societies

Movement Cooperation

- Continue to give focus to the new [Seville 2.0 Agreement](#) on strengthening the role of and support for National Societies – this includes enhancing National Societies coordination role, ensuring commitment to effective and efficient Movement operational coordination, facilitating efficiency and collective impact and providing a framework to prevent and settle differences.
- Continue to support operations for optimal humanitarian delivery by ensuring the implementation of [Strengthen Movement Coordination and Cooperation \(SMCC\)](#) tools in operations. Another priority will be to prepare a model for facilitating and monitoring of Movement coordination.

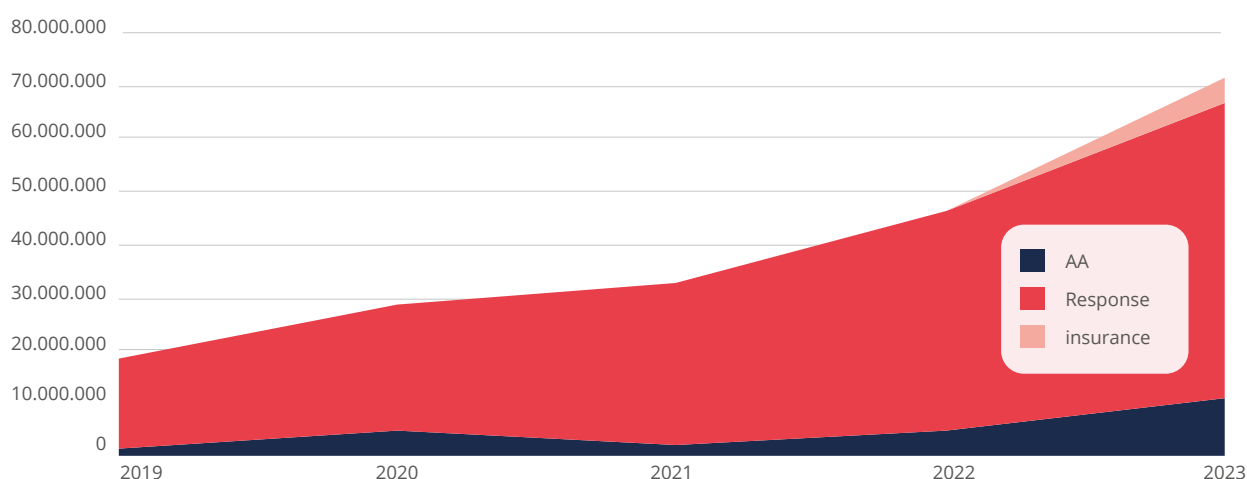
Cooperation with External Actors

- Continue to foster regular dialogue at country, regional and global levels, with government authorities, the diplomatic community and the humanitarian and private sectors. This notably includes its role in the [Inter-Agency Standing Committee \(IASC\)](#) (including co-chairing the IASC Task Force on Accountability for Affected Populations and sub-working group on climate), the Steering Committee for [Humanitarian Response \(SCHR\)](#) and the [Grand Bargain](#) (as co-convenor of the Localization Workstream – now called a “Community of Practice”).
- In its role as the global shelter cluster co-lead, the IFRC will continue to prioritize shelter cluster coordination as part of its work in humanitarian operations worldwide.

New Resource Architecture

- To support the work and development of 191 National Societies around the world, the IFRC must be ambitious, focused and work at scale to achieve humanitarian impact. In order to do this, it needs flexibility in the funding it receives. The IFRC has in place a multipronged approach to resourcing, funding received through regular resources, emergencies and global platforms.
- Regular resources are essential for the IFRC to deliver on its mandate. Regular resources consist of statutory and voluntary contributions from members, donations from partners, cost recoveries and other flexible income.
- Flexible emergency funding, such as the IFRC DREF, is an essential source for National Societies and a highly cost-effective way for donors and partners to support local humanitarian action. This includes leveraging the innovative [insurance mechanism for DREF](#) that aims to enhance and expand the fund's capacity. The insurance mechanism serves as a means of diversifying DREF funding sources, ensuring additional capacity and liquidity in years of unforeseen allocation requests.

Fig 17: IFRC-DREF Contribution 2019-2023 per pillar



- Investment and expansion of multi-year global platforms and large-scale multi-year multi-country partnerships that take a locally implemented but globally coordinated approach, and enable partners to engage with the IFRC on specific thematic areas, to support in unique or multiple contexts. This includes the ambitious efforts set forth in the [Global Climate Resilience Platform](#) to reach CHF 1 billion by 2027. The Pilot Programmatic [Partnership](#) with DG ECHO will also continue to serve as a model of best practice for engagement with donors, heralding multi-year funding support for multiple National Societies as well as setting clear roles for all IFRC network partners.

Key Initiatives Driving Local Impact



- **Mainstreaming the Network Way of Working:** The IFRC will continue to enable, develop and support the global mainstreaming of the New Way of Working, which has become the [“network Way of Working”](#) to galvanize collective impact. This multi-year collective approach seeks to operationalize the Agenda for Renewal and Strategy 2030 at the country level in a way that responds to National Society strategies and country-specific needs. It aims to achieve predictability and coherence across countries and regions as part of a “bottom up” and “network-wide” approach to strategic and longer-term support.
- The [Unified Planning and Reporting process](#) will continue to place the work of National Societies at the heart of the network’s activities. This approach to planning ensures that all international support provided to a National Society is fully coordinated and aligned with the priorities and capacities of the National Society itself, both for emergencies and longer-term support. It is an integral part of how the IFRC works with the network at country level to build National Society capacities in the areas of greatest importance to their communities and context will
- **SMCC:** Enhancing cooperation within the International Red Cross and Red Crescent Movement through the SMCC framework. This involves aligning existing tools, templates, and guidance documents to ensure cohesive action during emergencies.
- **Development of Thematic Platforms and Pooled Funds:** Creating and expanding thematic platforms and pooled funds to support specific areas such as climate resilience, health, migration and digital transformation. These platforms will enable targeted investment and coordinated efforts across multiple stakeholders.

TARGETS:

- Number of government-led coordination platforms the National Society is part of.
- Number of countries where new membership coordination modalities increase the quality of support to National Societies.
- Number of National Societies that have large-scale emergencies with an appeal exceeding CHF 10 million use a single planning and reporting framework.

CURRENT STATE

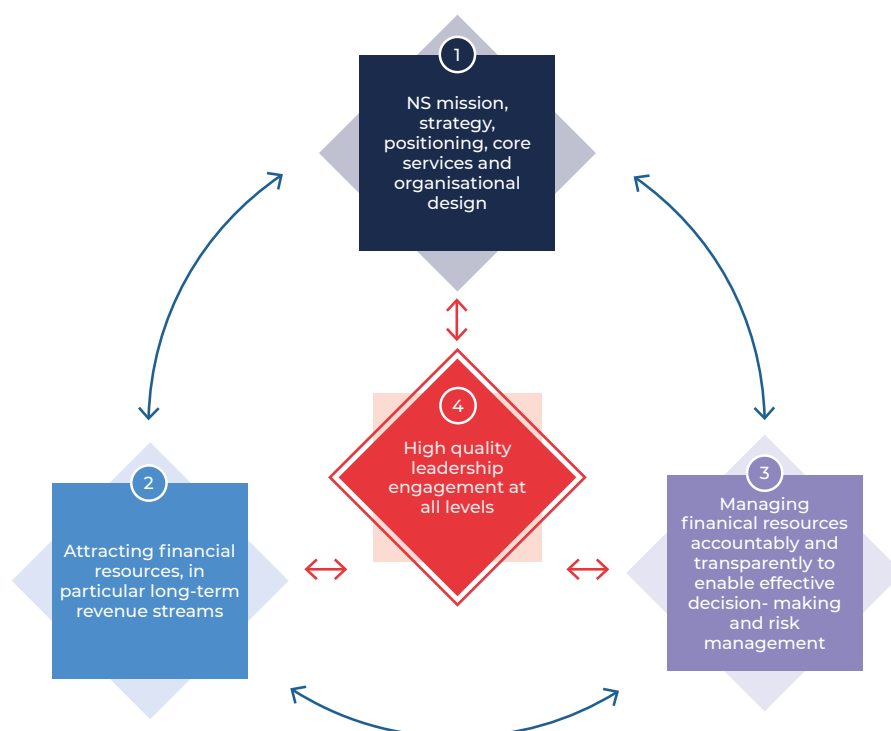
Fig 18: EFl – Strategic and operational coordination

 Strategic and operational coordination				
Indicator	Target	2021	2022	2023
Number of countries where new membership coordination modalities increase the quality of support to National Societies	20 by 2026	-	-	14
Number of government led coordination platforms the National Society is part of		-	-	422/65 NSs reported
Percentage of large-scale emergencies with an appeal exceeding CHF 10 million which use a single planning and reporting framework	70% by 2026	-	100%	100%

2. National Society Development

National Society Development (NSD) is crucial to empowering local action and ensuring sustainable humanitarian impact. The IFRC's focus is to foster strong, accountable, and sustainable National Societies that deliver relevant local services through volunteers and staff to address humanitarian needs, reduce vulnerabilities, and build resilience in their communities. Central to this vision is locally led action, built upon National Societies' ability to self-assess, adapt and develop their capabilities and capacities. National Societies as accountable and sustainable organizations

Fig 19: National Societies as accountable and sustainable organizations



28 April 2023. Upon her own request, Nursena Say, Miss Turkiye World 2022, visited the earthquake-affected areas in her homeland with Turkish Red Crescent and IFRC colleagues. She was able to experience first-hand both the devastation and the extensive Red Cross Red Crescent support to families as they rebuild their lives. © IFRC



Guided by [National Society Development policies and frameworks](#), the IFRC will continue to take the lead in developing, coordinating and guiding locally relevant initiatives while always placing National Societies at the forefront of collective efforts. The IFRC's approach recognizes the holistic and interconnected nature of all NSD initiatives, encompassing areas such as Volunteering and Youth Engagement, Auxiliary role, Integrity, Financial Sustainability, PGI, Innovation and Red Education. This integrated approach to organizational development supports National Societies in delivering essential local services and achieving lasting humanitarian impact, whilst always upholding the Fundamental Principles. It is imperative that investment continues to flow into National Societies in order for their services to evolve, remain future-fit, accountable, sustainable so that they can carry out their mandates in line with humanitarian principles and values

Leadership development will remain a cornerstone, empowering National Society leaders to drive organizational change and sustainability, always upholding the Fundamental Principles, equipped with evidence-based decision-making tools. This will include cultivating principled, diverse and gender-and-socially-sensitive leadership to ensure that National Societies can adapt and innovate to meet evolving humanitarian challenges.

Volunteers are at the core of National Societies' effectiveness. The IFRC network's focus on enhancing volunteer engagement, management and development aims to foster a diverse and motivated volunteer base. Youth engagement initiatives need to be pursued to empower young volunteers to actively participate in governance, programme design and community services, ensuring that their voices shape the future of humanitarian action.

Fundamental to the success of NSD work is a steadfast commitment to knowledge development. Providing efficient access to the collective knowledge of the IFRC network is essential for empowering National Societies to drive their own development, leveraging good practices and learning. The IFRC will continue to streamline knowledge consolidation, sharing and decision-making through advanced digital tools and community collaboration. AI systems and capabilities will be embedded to tailor knowledge resources and services to individual National Societies' development needs.

Key priority areas will include:

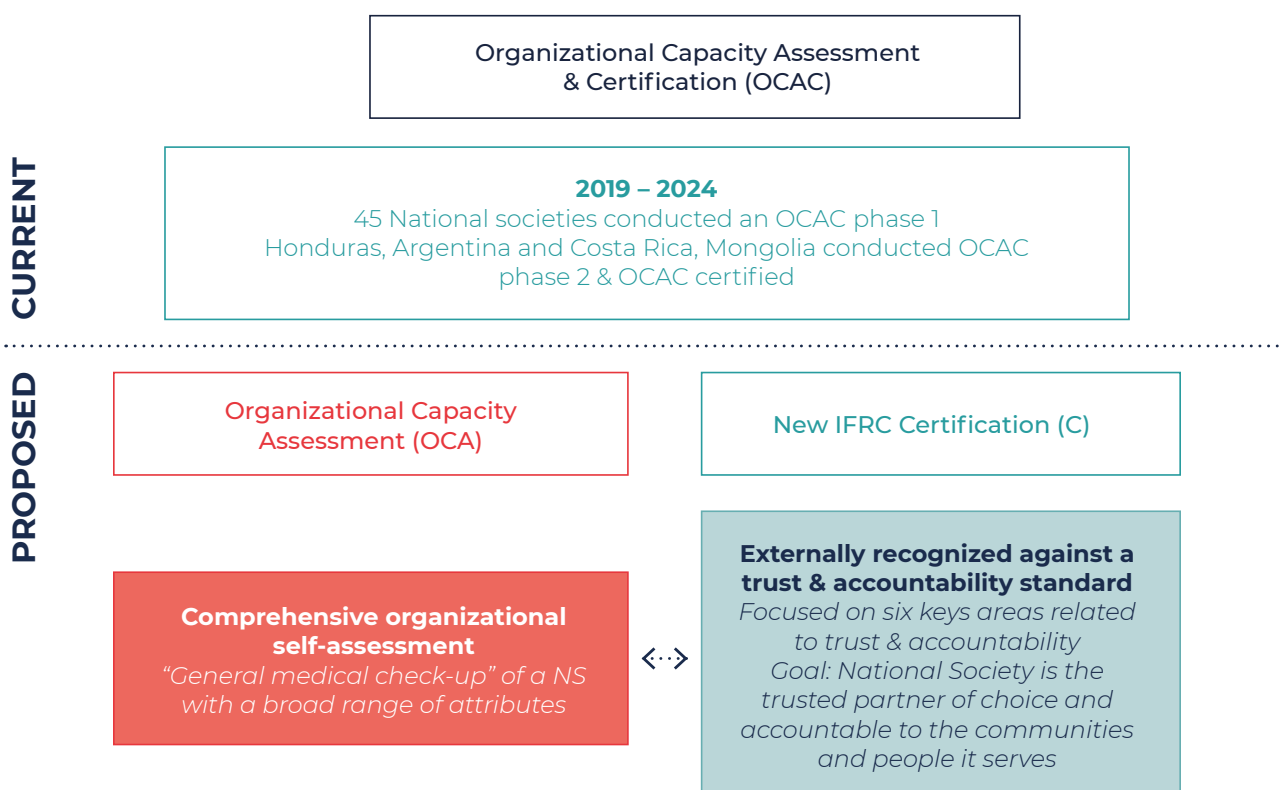
National Society legal base and auxiliary role:

- Strengthen governments' awareness and understanding of the critical and unique auxiliary role of National Societies in responding effectively to the wide spectrum of evolving crises and disasters, in particular ensuring that National Societies' auxiliary role in sectors such as disaster risk management, health, climate change and migration is well defined in legal instruments and recognized by domestic governments. More effort will also be placed on increasing domestic governments' understanding of the IFRC network and the work it does.

Organizational Capacity Assessment (OCA) and new IFRC Certification

- The Organizational Capacity Assessment (OCA) will continue to serve as a "general health-check of a National Society" and a foundation for National Societies in identifying development priorities and guiding their implementation.
- In line with the localization agenda and to strengthen the accountability and trustworthiness of National Societies and the whole IFRC network, the IFRC is developing a new certification system. This certification focuses on accountability and trustworthiness and will allow National Societies to demonstrate their compliance with a set of established standards through an external verification process. It aims to help National Societies to develop their accountability systems and to ease the due diligence burden on National Societies and facilitate access to direct funding.
- While distinct, both processes (OCA and new IFRC Certification) will be closely aligned, with the standard of the new IFRC Certification integrated into the broader OCA self-assessment framework. This integration will enable National Societies to gauge their readiness for certification.

Fig 20: From OCAC to OCA + new IFRC certification



Volunteering Engagement, Management, Innovation and Development

- Developing innovative means and channels for volunteer engagement and management, ensuring their satisfaction, wellbeing, diversity and inclusion framed by the IFRC volunteering policy and strategy. The IFRC will support National Societies in equipping volunteers to prepare communities for emergencies and prevention, whilst also ensuring that during emergencies, volunteers are kept safe and managed properly, offering training to keep volunteers motivated, engaged and safe.
- With half of the network’s volunteers under 30, the IFRC will promote the revised Youth Engagement Strategy (2024) to advance youth-led action and youth development, two critical catalysts of community resilience strengthening. More specifically, the IFRC will strategically support National Societies in engaging youth as leaders, volunteers and as members of affected communities.
- Continue innovative youth programmes such as ‘Limitless’, encouraging youth to solve local problems. Initiatives like ‘Limitless’ provide young volunteers with opportunities for skills development and leadership training, preparing and enabling them to take on active roles within their National Societies and their communities. The IFRC will also continue to manage the Global Youth Mobilization funds on behalf of the Big 6, a youth-led and co-designed fund, while seeking opportunities for expansion.

Knowledge Development

- Providing efficient access to the collective knowledge of the IFRC network is essential for empowering National Societies to drive their own development. This begins with providing self-assessment tools that enable National Societies to benchmark their capabilities against good practices accumulated over years of experience across the network. Efforts are ongoing to integrate various tools, such as OCAC, PER and PGI, by mapping them to a common underlying National Society capability framework. This will enable National Societies and their partners to gain a comprehensive shared understanding of the National Society's current capabilities, development opportunities and progress over time.
- To ease access to practical knowledge, a new web platform will be developed to enable National Society staff and volunteers to navigate, search across and use AI to obtain information and best practices from network-wide websites, documents and other knowledge resources. Capability blueprints will be created to consolidate knowledge according to the capability framework, making it easier to find actionable knowledge related to specific capability development objectives. AI systems will be explored to build custom knowledge packs tailored to an individual National Society's development needs. The IFRC Community of Practice Service is also being scaled up to further streamline access to experts, knowledge sharing, and collaboration.

Branch Development

- Guided by the [IFRC Branch Development Framework](#), the IFRC will continue to invest in strengthening branches and local action, recognizing the complex picture of branch development taking place at multiple levels and led and facilitated by local and national actors. Key initiatives include providing tailored support to National Societies to strengthen their branch network, ensure safe, inclusive spaces for the diversity of staff and volunteers, foster the usage of the Branch Development Community of Practice (BDC) and revise the Branch Organizational Capacity Assessment (BOCA). This will help branches identify strengths and areas for improvement more effectively, ultimately leading to stronger and more resilient local branches and local actions.

Financial Sustainability

- Informed by the IFRC [National Society Financial Sustainability Framework](#) efforts will continue to support National Societies on improving their financial sustainability, through a flexible and agile approach. This approach will encourage and facilitate:
 - informal, direct exchange and support between National Society peers, with the Financial Sustainability Communities of Practice, Finance Development Competency Network and Resource Mobilization Community, the two largest NSD communities of practice, where National Societies practitioners connect, collaborate and co-design.
 - rapid, adaptive implementation of practical and tangible “local-led” and “crowdsourced” solutions that respond to the membership needs, across the four pillars of financial sustainability, on key topics namely: social entrepreneurship and enterprise, finance development, commercial first aid, asset management, core cost and cost recovery.

Integrity Strengthening

- In order to improve knowledge sharing and peer-to-peer support for integrity strengthening a Community of Practice for Integrity Strengthening will be hosted and moderated on the www.communities.ifrc.org. The community of practice is intended to become a global community of IFRC network practitioners in the field of strengthening integrity, with a digital platform for collaborating and sharing resources, expertise

Statutes Revision and Policy Base

- Continue to provide support and advice to National Societies to revise statutes/constitutions and related frameworks and bring them into line with the 2018 [Guidance](#) and its 25 standards, relating inter alia to the application of the Fundamental Principles, good governance, transparency and the establishment of effective internal integrity, compliance and dispute resolution mechanisms and processes.
- Continue to support National Societies in their policy development with new guidance and tools, such as the IFRC Starter Kit for Policy Development (with a focus on integrity-related policies). This Starter Kit includes general guidance on effective policy processes for National Societies and model policies on key policy areas.

Leadership Development and Transformation

- With the goal to institutionalize leadership development within National Societies, the IFRC will focus on building contextualized mechanisms for National Societies to develop their own leadership systems, competency frameworks and development paths, including for women in leadership, and embed them in their standard organizational development activities. This support will be a mix of modalities and tools, building on the Movement Induction Course (MIC) as an entry point to senior leadership engagement, existing leadership platforms and networks and leadership training and coaching partnerships IFRC can facilitate access to.
- Support transformational leadership in the face of emerging contemporary contexts and being fit for the challenges and opportunities of the future, by providing a space to reflect on trends and signals, and what leadership qualities, mindsets and organizational changes will be essential to remain relevant and become better for the future. This is exemplified by initiatives nested in the [Solferino Academy](#) that support a small cohort of leaders of National Societies to drive transformational change, build a culture of innovation and anticipation and experiment with new approaches to leadership.
- Continue to provide training, tools and methodologies to help National Societies embed strategic foresight approaches in their own planning and decision-making, helping them uncover new evidence and identify new opportunities for action to face uncertainty and emerging risks. This includes supporting National Society partners as they embed foresight skills and create anticipatory governance models, which help drive innovation and strengthen transformation. The IFRC will also work with leadership teams to help them explore organizational change and new structures.

National Society Development in Emergencies (NSDiE)

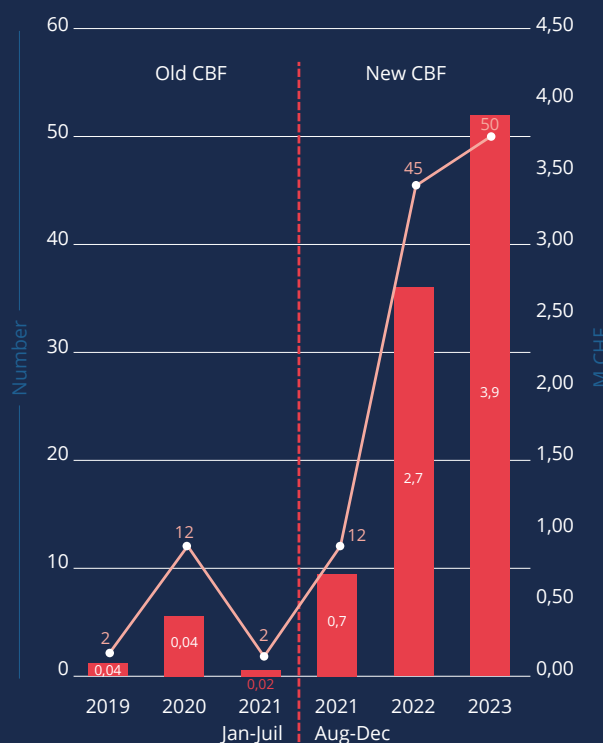
- Continue to lead NSDiE support to National Societies aligning humanitarian response and NSD in a way that enables National Societies and their partners to promote NSD and enhance capacities for effective response operations and protects longer-term development processes applying a “do not harm” approach. This will be reached by:
 - integrating aspects of NSD systematically into the response operations
 - offering accompaniment to National Societies and all stakeholders with NSD support/strengthening capacities roles through the stages of a response operation via NSD-related expert support and whenever necessary Rapid Response NSDiE personnel deployment
 - maintaining and further developing NSDiE and Volunteer Management in Emergencies profiles rosters, and better sensitizing all rapid response staff on NSDiE key domains
 - emerging evidence and learnings of NSDiE documented and shared with relevant stakeholders, rolling out the NSDiE Guidance and complementing it based on lessons learnt and findings from operations.



Key Initiatives Driving Local Impact

- **Communities IFRC** aims to facilitate connection, collaboration and co-design among IFRC network practitioners. From nine active Communities of Practice with over 2,000 members from 144 National Societies as of mid-2024, the service is expected to grow exponentially and support peer-to-peer learning, in pursuit of shared objectives.
- The new IFRC NSD competency framework, which guides the necessary skills, behaviours, knowledge and attitude to support National Societies on their NSD priorities, will be further promoted across the IFRC network, and monitored to identify areas requiring competency enhancement.
- Expansion of National Society Development Funds: Efforts continue to be bolstered to ensure that National Society Development Funds are duly expanded and rendered more agile and efficient. This includes:
 - **The Capacity Building Fund:** with an annual funding target of 20 million Swiss francs by 2026, focusing key development priorities: integrity, transparency and accountability; financial sustainability; volunteering development; systems development and digital transformation; branch development; youth engagement and development; and protection, gender and inclusion
 - **The National Society Investment Alliance:** in collaboration with the ICRC, which is set to foster sustainable development in approximately 80 National Societies operating in fragile contexts, with the goal of reaching an annual funding target of 15 million Swiss francs by 2026
 - **The Empress Shōken Fund,** a joint mechanism with ICRC, which aims to develop innovative solutions to humanitarian work.

Fig 21: Reengineered Capacity Building Fund (August 2019-December 2023)



■ Amount disbursed in M CHF ● Number of standard CBF grants

TARGETS:

- One National Society Development plan in place.
- Number of National Societies where all volunteers are covered by health, accident and death compensation.
- Youth engagement strategy developed or in place.
- Strategy for strengthening the auxiliary role developed or implemented.

CURRENT STATE

Fig 22: EF2 – National Society Development

 National Society Development		Target	2021	2022	2023
Indicator					
Number of National Societies that develop and/or implement a strategy for strengthening their auxiliary role			40/87	43/79	53/117
Number of National Societies that have created and implemented youth engagement strategies	50% by 2026		32/87	42/79	57/117
Number of National Societies where all volunteers are covered by health, accident and death compensation (FDRS)	All NSs by 2026		47/188	52/188	40/158
Number of National Societies with One National Society Development plan in place			43/87	39/79	63/117

3. Humanitarian diplomacy

The global system has seen an unprecedented increase in conflict and fragility as well as misinformation, disinformation and hate speech, persistent human rights violations and lack of respect of international humanitarian law. At the same time humanitarian assistance is increasingly essential, space for humanitarian values (and human rights) has shrunk. This is linked to the increasing politicization and instrumentalization of humanitarian action.

Attacks on humanitarian workers are increasing, along with other violations and lack of respect for International Humanitarian Law by States and Non-State Armed Groups, and there have been significant numbers of attacks on local actors (including National Society staff and volunteers). There has also been an alarming rise in attacks on the medical mission, including medical personnel and objects.

As part of the ECHO-funded program to build a Zambia Red Cross Society (ZRCS) that is efficient, effective and resilient to disasters, a mobile Emergency Operations Center (EOC) and a HQ Emergency Operations Center has been introduced. This innovation is a first for ZRCS, offering significant learning opportunities through training, simulations, and exchange visits with other NS's doing similar work.
© Donna van der Knaap/IFRC



Humanitarian diplomacy is needed more than ever to improve humanitarian outcomes for people affected by or at risk of disasters and crises. The IFRC has an obligation and the ability to play a pivotal role in supporting vulnerable people and ensuring the centrality of humanitarian principles in a complex and crisis-prone world.

National Societies have a critical role to play in the provision of humanitarian support to populations and upholding humanitarian principles. National Societies' auxiliary role is key in influencing their governments, as is their presence before, during and after a crisis.

Actions for 2025-206 Plan and Budget on Humanitarian Diplomacy are informed by the [IFRC HD Policy, Strategy 2030](#) and the Agenda for Renewal.

The IFRC engages directly to influence multilateral forums, seeking to influence policy and practice to achieve improved humanitarian outcomes through Humanitarian Diplomacy at national, regional and global levels, using global diplomatic campaigns and improved diplomacy in priority crises, positioning the IFRC network as a global diplomatic player.

Externally, the IFRC and National Societies will be profiled as the experts in all areas where it seeks to influence. This will be done through providing relevant timely information and asks based on strong analysis from affected countries and communities, and develop nuanced engagement plans where we can deliver humanitarian outcomes through closed door as well as more public diplomacy.

Internally, the IFRC will continue to enhance effectiveness, by investing in systems, structures, resources and procedures which will enable the effective humanitarian diplomacy required to achieve external ambitions.

The following are areas that will be prioritized:

Principled Humanitarian Action

- Increased respect and protection for neutral and impartial humanitarian action in protracted crises and fragile contexts, including ensuring that the Fundamental Principles are recognized, that governments publicly recognize the importance of Neutral Independent Humanitarian Action and key stakeholders fully understand the auxiliary role of National Societies and respect and promote the work of Movement components.

Locally-led Humanitarian Action

- Increased recognition and support for local leadership, delivery and capacity in humanitarian action, including ensuring that local actors are included in key decision-making processes and fora.

Climate Crisis

- Increased and urgent investment in climate action that strengthens resilience and those most impacted and in need, including seeking policy changes in loss and damage finance which reaches the local level (such as through the IFRC DREF), increasing climate-smart finance and accessibility to fragile contexts.

Disaster Law Treaty

- Development of a strong law treaty/instrument on the protection of people affected by disasters, including drafting articles on protection of people from disasters, ensuring that any treaty reflects IFRC recommendations and recognizes the roles of National Societies.

Health Security

- Improved prevention and response to epidemics and pandemics that meet the needs of communities, building trust, enabling equity and facilitating local action, improved investment in CEA, and improved protection of medical mission.

Migration and Displacement

- Improved safety, dignity and access to services for vulnerable people on the move, irrespective of status, including seeking improved support for humanitarian action for people on the move at all stages for their journeys, increased prioritization of and investment in saving lives along migratory routes, and more equitable and safer pathways for international protection and the right of family reunification.

Global Communications and Advocacy

- Develop and implement a new Global Communications and Advocacy Strategy in support of the ambitions and commitments of the Agenda for Renewal and Strategy 2030. The Strategy will consider the following communications objectives: supporting the achievement of operational objectives around the five Strategic Priorities and the four Enabling Functions; increasing awareness and understanding of the IFRC globally and locally; inspiring greater ambition and action by staff, volunteers and membership; mobilizing action among partners in support of the IFRC; building lasting support and trust for the IFRC and its network, strengthening capacities and peer collaboration to amplify the voices of the network, and addressing misinformation, disinformation and hate speech.
- Specific priorities will include positioning the IFRC's work on migration (e.g., Not Alone Campaign and Darrien exhibition) and climate (e.g., Early Warning for All Initiative), putting a spotlight on the hunger crisis in Africa, responding to emergencies and crises by ensuring that timely, relevant and credible information reaches IFRC network audiences.
- Greater efforts will be made to enhance donor visibility to encourage continued and unfettered support. Investment will be made in developing suitable metrics for monitoring and measuring the perception of IFRC and its network, and for evaluating the impact of its communications efforts.

Key Initiatives Driving Local Impact

- High-Level Dialogue Platform on Humanitarian Action at Sea and UN Network on Migration: The IFRC will continue to play a key role in High-Level Dialogue Platform on Humanitarian Action at Sea and continue its co-leadership of the UN Network on Migration workstream on missing migrants and humanitarian assistance to migrants in distress together with ICRC, UNHCR and IOM.
- [People in the Red Vest Podcast](#): The IFRC has launched a twice-monthly podcast that features inspiring stories of people from across the IFRC network, speaking about their personal experiences of responding to the world's biggest humanitarian crises and what inspires them to keep going.




TARGETS:

- Number of National Societies which participated in IFRC-led communication campaigns.
- Domestic advocacy strategies developed aligning, at least in part, with global IFRC advocacy strategies.

CURRENT STATE

Fig 23: EF3 – Humanitarian diplomacy

 Humanitarian diplomacy		Target	2021	2022	2023
Indicator					
Number of National Societies that participated in IFRC-led communication campaigns			-	26/79	50/117
Number of National Societies with domestic advocacy strategies developed aligning, at least in part, with global IFRC advocacy strategies	100 NSs by 2026	31/87	8/79	32/117	

4. Accountability and agility

The events of recent years have shown that humanitarian organizations must be able to move quickly and adapt their approaches to meet changing humanitarian needs, this has included ensuring safety for staff and volunteers, where their ability to carry humanitarian work in most dangerous conflict-hit countries in the past year has led to unprecedented death toll for National Society staff and volunteers. To address this complex environment, the IFRC has embraced a culture of systematic risk management for more agile preventive and mitigation measures. It has equally taken measures to continue to ensure transparency accountability within the IFRC to better respond to communities, partners and donors. Safeguarding and zero tolerance towards inaction remains a key focus of IFRC accountability commitments. The IFRC network will continue to foster an enabling environment where it can operate in an effective and ethical manner, this will require greater shift towards equitable and inclusive network-based approaches.

The IFRC will continue to ensure improved accountability, better integration and streamlining of IFRC systems and processes and a mindset change towards a culture of risk management. The network will be supported in focusing on business development and improvement, particularly in the areas of audit and investigation, financial sustainability, planning and reporting, digital transformation and business continuity.

The IFRC will continue to support the commitment of the network to operate with integrity in accordance with the Fundamental Principles and in line with all applicable statutory texts, rules, policies and procedures.

A culture of risk management will continue to be promoted through initiatives such as global, regional, national and local awareness-raising campaigns, the development of a global training programme and Circles of Collaboration with National Societies.

Key priorities will include:

Risk Management

- Continue to promote a culture of risk management through initiatives such as global, regional, national and local awareness-raising campaigns, the development of a global training programme and Circles of Collaboration with National Societies.
- Continue to focus on strengthening IFRC and National Society capacities to enhance joint accountability and build greater trust with donors, partners and communities in the long term.

Internal Audit and Investigations

- There will be reinvigorated focus on growing country-level capacities through targeted National Society development in audit and investigations. Professional development of National Society staff will continue to be supported through provision of training and guidance, increasing the number of professionally qualified personnel at country level. In particular, an emphasis will be placed on building robust integrity systems in National Societies, delivering global programmes and large-scale emergencies.

Legal risk and compliance

- Legal compliance and risk management will be strengthened in particular in face-paced changing and complex operation settings and on topics such as sanctions and export controls with expert and strategic legal advice and further development of legal tools, and in terms of corporate governance with the review of the statutory texts.

Data Protection and privacy

- Expand the IFRC network's offer of tools, guidance and advisory services on data protection and privacy, including in relation to digitalization and artificial intelligence.

Safeguarding

- IFRC internal systems and procedures: continue to strengthen the Safeguarding control framework, including through the roll out of the new PSEA Policy, and associated strategy. Understanding of safeguarding and strengthening of capacity will be supported through increased systematization of training, safe recruitment, risk assessment and mitigation tool development and operationalization of the essential care package for those affected by safeguarding incidents. Additional support and guidance to managers will be provided as will leadership messaging to support culture change including through the dedicated internal learning and information platform on Safeguarding.
- National Society Development: deepen commitments to preventing and responding to sexual exploitation and abuse, safeguarding children and creating a safe environment that is free of harassment and any form of discrimination. To this end, policies for prevention/response to sexual exploitation and abuse, child safeguarding, anti-harassment and whistleblower protection will be developed as will processes for effective screening, training, sensitive feedback mechanism, investigations and support to survivors. Increased coordination and collaboration between National Societies and IFRC around case management and safe recruitment will seek to support operationalization and localization of Safeguarding policies and practice. These activities aim to build National Societies' institutional capacity to address issues of violence, discrimination and exclusion, with a particular focus on safeguarding.
- Safeguarding in IFRC operations: strengthen capacity to prevent and address safeguarding breaches through the establishment of operational safeguarding risk profiles, core competencies and safeguarding surge capacity, in addition to increasing the number of specialists on the PGI roster, with specific emphasis on news skills in safeguarding and child protection in emergencies.

Security Management

- Strengthen the security management capacities of National Societies and IFRC delegations and operations, through ensuring that security standards and frameworks are established across the network and complemented by surge security personnel and security training for complex operations, particularly those in fragile and high-risk settings. Newly developed security and critical incident management training will be rolled out across all IFRC regions, with training of trainers' component.

Fig 24: Security Unit annual report 2023

over **40,000** users
registered and/or completed
the "Stay Safe: the new Stay Safe 2.0"



134
National Societies
using "Stay safe" products

- Continue to support efforts in the adoption and implementation of the [Stay Safe](#) concept, including by increasing the availability of training in other languages and expanding its impact with development of new tools and guidance.
- Priority will also be given to providing resources and support to ensure the safety and security of National Society volunteers and community health workers.

Supply Chain Management

- New ways of working across the network and coordinating forecasting/planning processes will be implemented in order to guarantee effective and prompt delivery of programmes.
- In order to improve the efficiency of IFRC's humanitarian and supply chain, a review will be carried out to optimize global structures and review alternative options. This includes assessment of strategic locations for potential new logistics hubs where standard relief items could be pre-positioned. In addition, a virtual warehousing approach will be piloted in the coming two years.
- A new fleet strategy will be developed, optimizing the existing business model, to ensure that the needs in emergencies are met efficiently and effectively. The business model will also seek to better address longer-term needs of National Societies such as customization and refitting of vehicles as ambulances, which is a flagship fleet service of the IFRC for the membership.
- Ensure that the environmental sustainability and greening component of IFRC's supply chain strategy is fully adhered to, by developing a Carbon Calculator to measure the carbon footprint of IFRC network offices and operations and introducing electric vehicles and low-emission hybrids.
- Update and revise internal ways of working, updating policies, tools, visibility and training to improve project delivery efficiency and effectiveness.

Human Resources Enhancement

- Continued efforts to implement an approach to human resources management that enables the IFRC to attract, select, train and retain a diverse and committed workforce with up-to-date skills and expertise.
- Pursue efforts to foster an agile, inclusive, safe and efficient workplace. This includes the implementation of the new Flexible Working Arrangement policy, and Performance Development Programme for a forward-looking approach focusing on the development of staff skills and competencies rather than retrospective assessments. It also includes the development of a staff Burnout Prevention and Management programme.
- Efforts will continue to fully capitalize on the rapid response roster set up for human resources in emergencies, ensuring full implementation of guidelines regarding duty of care in crises.

Digital Transformation

- Work to accelerate the digital transformation of the network will continue in, in line with IFRC's ambition to "level up" the 80 least digitally mature and resourced National Societies by 2025. This work is being managed and funded through the Digital Transformation Impact Platform. These changes are not only streamlining processes across the organization, but also involve a high degree of modernization that will keep the IFRC and National Societies future-fit and more ready to respond quickly to opportunities or new challenges.
- In accordance with the IFRC Guidelines on using Artificial Intelligence (AI), the IFRC will embrace AI technology's transformative power to improve the efficiency and effectiveness of its services and humanitarian actions.
- Leverage digital tools and AI to facilitate effective communication and knowledge exchange from diverse linguistic backgrounds within the network.



Key Initiatives Driving Local Impact and IFRC Secretariat accountability and agility

- **Capacity Review and Risk Assessment (CRRRA):** The objective of the CRRRA initiative is to create an accountable system through which the IFRC selects its project partners and manages funds when working with its project partners, primarily National Societies. The CRRRA is uniquely designed for risk management, encompassing a two-fold process. The first is where the project partner provides evidence-based information about their capacities and controls for the following organizational business process. The second where the IFRC makes inferences based on the capacity review results, and other internally and externally available information e.g., transparency/corruption perception and INFORM indices. The outcome is a list of measures that are practical, and which allow the IFRC to mitigate its risk when working with a particular partner, on a particular project, in a particular place of operation. This assessment is culminated by the Fund Transfer System which introduces a risk-based modality for managing funds in a more accountable manner. The Fund Transfer system essentially replaces the working advance and cash transfer system and provides increased visibility for National Societies and strengthens IFRC and National Societies' collective accountability to donors and stakeholders.
- **Enterprise Resource Planning (ERP):** The ERP is an initiative aimed at ensuring that the IFRC is fit-for-purpose and has the tools to work effectively. The ERP, deployed in 2024, will enhance agility and efficiency in IFRC activities across five functional workstreams: Finance, Logistics, Human Resources, Strategic Partnerships and Resource Mobilization, and Programmes and Operations. It will also transform employee collaboration, improve decision-making capabilities, and ensure accountability and compliance.
- **Security Information Management Platform (SIMPL):** The SIMPL will standardize global IFRC security management systems, thereby increasing oversight and accountability with regards to IFRC "Duty of Care" and security compliance issues.
- **Federation-wide Results-Based Management:** Implementing unified planning and reporting processes and results-based management systems to align efforts across the IFRC network. This includes harmonizing tools such as the Federation-wide results-matrix and Indicator bank, moving from project to programme management, and streamlining monitoring and reporting efforts.
- **Quality and Performance Delivery Initiative:** This initiative will improve the ability to consistently deliver quality, effective and accountable programmes and operations that contribute to achieving greater collective impact for people and communities in situations of crisis. It promotes an organizational culture and mindset to achieve greater quality and impact. Through this initiative, the IFRC is developing tracking systems to detect early issues and set correctives measures. It will also improve decision-making through better information and analysis available.
- **Inclusion Journey:** Providing a supportive space for people to share their experiences, voice opinions and feelings, and work together to uncover strengths, practices, skills, or behaviours that lead to meaningful participation, shared responsibility and accountability, safety and dignity for everyone, and equitable systems that honour the diversity of the IFRC.
- **ForeSEE:** Pursue work on streamlining internal procedures and policies through the implementation of changes to the policies, procedures, processes, and practices in IFRC's Global Finance, Human Resources and Supply Chain Management. The objectives are to improve the effectiveness and efficiency of these functions; to facilitate timely humanitarian operations by implementing the Immediate Response Protocol and a new Delegation of Authority and to support IFRC's commitment to achieving value for

TARGETS:

- Number of National Societies that submitted an externally audited financial statement to the IFRC.
- Number of National Societies with progress in digital transformation according to the digital maturity model outlined in the IFRC Digital Transformation Strategy.
- Number of National Societies with strengthened integrity and reputational risk mechanisms.
- Number of National Societies with functioning data management systems that inform decision-making and support monitoring and reporting on the impact and evidence of the IFRC network's contributions.
- Number of National Societies where PSEA policy is in place to enforce prevention and support survivors.
- Number of National Societies where PSEA Action Plan is in place to enforce prevention and support survivors

CURRENT STATE

Fig. 25: EF4 – Accountability and agility

 Accountability and agility		Target	2021	2022	2023
Indicator					
Number of National Societies that submitted an annual externally audited Financial Statements to the IFRC (FDRS)			107/188	95/188	60/158
Number of National Societies where a PSEA Action Plan is in place to enforce prevention and support survivors			-	3/79	31/117
Number of National Societies where a PSEA policy is in place to enforce prevention and support survivors			16/87	25/79	28/117
Number of National Societies with functioning data management systems that inform decision making and support monitoring and reporting on the impact and evidence of the IFRC network's contributions			-	17/79	45/117
Number of National Societies with progress in digital transformation according to the digital maturity model outlined in the IFRC Digital Transformation Strategy	100 NSs by 2026		27/87	33/79	61/117
Number of National Societies with strengthened integrity and reputational risk mechanisms			19/87	22/79	51/117



MONITORING AND REPORTING OF THE **PLAN** **AND BUDGET**

MONITORING AND REPORTING OF THE PLAN AND BUDGET

The IFRC takes a results-based management approach for all its work. Aligned with Strategy 2030 and the Plan and Budget and to support harmonization across the IFRC network, the IFRC’s results-based management approach is supported by key tools, which include:

- [Federation-wide results matrix](#): This detailed matrix outlines outcomes (see list below) and frames planning, monitoring, and reporting across the IFRC network.
- [Federation-wide indicator bank](#): Covering all operational sectors, this bank provides essential indicators for effective monitoring.
- [IFRC Framework for Evaluations](#): This recently overhauled framework guides the evaluative function of the IFRC Network.

Monitoring and Evaluation of the IFRC 2025-2026 Plan and Budget is essential for ensuring that the strategic objectives are met and that all efforts are aligned with the needs of the communities the IFRC network is serving. Selected indicators form part of monitoring the Plan and Budget and reporting on its implementation to the governing bodies (see Plan and Budget indicators below). The indicators capture data provided by National Societies through unified reporting and through the annual FDRS data collection process.

Federation-wide results-matrix – list of outcomes

Strategic Priority/ Enabling function	Outcome statement
SP1 – Climate and environment	1.1: Communities and Red Cross and Red Crescent staff and volunteers undertake urgent action to adapt to the rising and evolving risks from the climate and environmental crises.
SP1 – Climate and environment	1.2: The IFRC Network adopts environmentally sustainable practices and contributes to climate change mitigation.
SP2 – Disasters and crises	2.1: Communities take action to increase their resilience to evolving and multiple shocks and hazards.
SP2 – Disasters and crises	2.2a: People affected by crises and disasters have their needs met through access to in-kind assistance and support that is timely, adequate and flexible and strengthens their agency.
SP2 – Disasters and crises	2.2b: Shelter assistance. People affected by crises and disaster have their shelter needs met.
SP2 – Disasters and crises	2.2c :Food security and Livelihoods. People affected by crises and disasters have their food needs met and income sources improved.
SP2 – Disasters and crises	2.2d: Multi-purpose cash grants. People affected by crises and disasters have their needs met through multi-purpose cash grants.
SP2 – Disasters and crises	2.3: National Societies respond effectively to the wide spectrum of evolving crises and disasters, and leverage their auxiliary role in emergency response.
SP2 – Disasters and crises	2.4: National Societies expand their leadership in the field of disaster law and improve official/legal recognition of their auxiliary role.

Strategic Priority/ Enabling function	Outcome statement
SP3 – Health and wellbeing	3.1: National Societies capitalise on their auxiliary role to ensure their position on relevant country-level public health strategy, advocacy and policy platforms and mechanisms
SP3 – Health and wellbeing	3.2: The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course
SP3 – Health and wellbeing	3.3: The health and dignity of communities in emergencies and disease outbreaks are maintained by providing access to appropriate health services
SP3 – Health and wellbeing	3.4: Communities have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services
SP3 – Health and wellbeing	3.5: Communities have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services in emergency settings.
SP4 – Migration and displacement	4.1: Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.
SP4 – Migration and displacement	4.2: National Societies engage with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs.
SP5 – Values, power and inclusion	5.1: The IFRC Network contributes to a positive change in communities through wider understanding, ownership, dissemination and application of Fundamental Principles and humanitarian values, focusing especially on young people’s knowledge, skills and behaviour.
SP5 – Values, power and inclusion	5.2: The IFRC Network promotes and supports safe, equitable and continuous access to quality education for all, especially boys and girls affected by disaster, crisis or displacement
SP5 – Values, power and inclusion	5.3: The IFRC Network is safe and inclusive, ensuring dignity, access, participation, and safety for people of all identities.
SP5 – Values, power and inclusion	5.5: People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the IFRC Network to serve their best interest
EF 1 – Strategic and operational coordination	6.1: The IFRC Network has increased its cooperation and coordination with external partners to address major challenges facing communities.
EF 1 – Strategic and operational coordination	6.2: Membership coordination enhances efficiency and effectiveness in humanitarian actions, and the shift in its mindset towards a Federation-wide leads to increased trust within the network.
EF 1 – Strategic and operational coordination	6.3: The IFRC Network has successfully fulfilled its priorities for Movement Coordination and Cooperation, as outlined in the Council of Delegates meeting in 2019.
EF 1 – Strategic and operational coordination	6.4: The IFRC ensures effective shelter cluster coordination with partners inside and outside the network. National Societies take an increased role in shelter cluster coordination.
EF 1 – Strategic and operational coordination	6.5: The IFRC Network has effectively increased its financial resources, both through domestic fundraising and providing greater international support to National Societies

Strategic Priority/ Enabling function	Outcome statement
EF 2 – National Society development	7.1: The IFRC Network is a network of relevant local organisations who are the trusted partners of choice for local humanitarian action with the capabilities to act in the global network.
EF 2 – National Society development	7.2: The IFRC network prioritises volunteering development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts
EF 3 – Humanitarian diplomacy	8.1: The IFRC network is successful in promoting its image and advocating for change, affecting public behavior, policies, and decisions on a domestic, regional, and global scale.
EF 4 – Accountability and agility	9.1: The IFRC network works as a global accountable network
EF 4 – Accountability and agility	9.2: The IFRC network undergoes a digital transformation.
EF 4 – Accountability and agility	9.3: The IFRC network is using innovative and transformative approaches to better anticipate, adapt to and change for complex challenges and opportunities

Plan and Budget Indicators

Strategic Priority/ Enabling Function	Indicator
SP1 – Climate and environment	# of people reached with activities to address rising climate risks
SP1 – Climate and environment	# of people reached with heatwave risk reduction, preparedness or response
SP1 – Climate and environment	# of people reached with activities to address environmental problems
SP1 – Climate and environment	Implementing nature-based solutions (including those with a particular focus on the planting of trees and mangroves)?
SP1 – Climate and environment	Implementing environmental or climate campaigns focused on behaviour change, plastic reduction or clean-ups?
SP1 – Climate and environment	Developing and implementing strategies and plans that address rising climate and environmental risks?
SP2 – Disasters and crises	# of people reached with Disaster Risk Reduction
SP2 – Disasters and crises	# of people reached per year with support services, in-kind, cash and voucher assistance for emergency response and recovery
SP2 – Disasters and crises	% of humanitarian assistance delivered using cash and vouchers
SP2 – Disasters and crises	# of people reached with livelihoods support

Strategic Priority/ Enabling Function	Indicator
SP2 – Disasters and crises	# of people reached with shelter support
SP3 – Health and wellbeing	# of people reached with contextually appropriate health services
SP3 – Health and wellbeing	# of people reached with contextually appropriate water, sanitation and hygiene services
SP3 – Health and wellbeing	# of people trained in first aid
SP3 – Health and wellbeing	# of people donating blood
SP3 – Health and wellbeing	# of people reached with psychosocial and mental health services
SP3 – Health and wellbeing	# of people reached with immunisation services
SP4 – Migration and displacement	# of migrants and displaced persons reached with services for assistance and protection
SP4 – Migration and displacement	# of Humanitarian Service Points (HSPs) that provided assistance and/or protection to people on the move along land based migration routes
SP4 – Migration and displacement	Advocacy, dialogues, educational or communication initiatives to change the legal, policy, or operational environment to better assist and protect people on the move?
SP4 – Migration and displacement	Data collection, research, analysis or other information management initiatives to better assist and protect people on the move?
SP5 – Values, power and inclusion	# of people reached by National Society educational programmes
SP5 – Values, power and inclusion	# of people whose access to education is facilitated through National Society programming
SP5 – Values, power and inclusion	# of people reached by protection, gender and inclusion programming
SP5 – Values, power and inclusion	Is Community Engagement and Accountability integrated and institutionalized in the National Society policies, operations, and procedures (with clear benchmarks)?
SP5 – Values, power and inclusion	% of people surveyed who report receiving useful and actionable information
EF 1 – Strategic and operational coordination	# of government led coordination platforms the National Society is part of
EF 1 – Strategic and operational coordination	# of formal interagency/international coordination platforms the IFRC Network is part of
EF 2 – National Society Development	Strategy for strengthening the auxiliary role developed or implemented

Strategic Priority/ Enabling Function	Indicator
EF 2 – National Society Development	One National Society Development plan in place
EF 2 – National Society Development	Youth engagement strategy developed or in place
EF 2 – National Society Development	All volunteers covered by health, accident and death compensation
EF 3 – Humanitarian diplomacy	Participation in IFRC-led communication campaigns
EF 3 – Humanitarian diplomacy	Domestic advocacy strategies developed aligning, at least in part, with global IFRC advocacy strategies
EF 4 – Accountability and agility	All National Societies submit an annual externally audited financial statement to the IFRC
EF 4 – Accountability and agility	PSEA policy in place to enforce prevention and support survivors?
EF 4 – Accountability and agility	PSEA Action Plan in place to enforce prevention and support survivors?
EF 4 – Accountability and agility	Strengthened integrity and reputational risk mechanisms
EF 4 – Accountability and agility	Progress in digital transformation according to the digital maturity model outlined in the IFRC Digital Transformation Strategy
EF 4 – Accountability and agility	Functioning data management systems that inform decision making and support monitoring and reporting on the impact and evidence of the IFRC network's contributions

PART 2 – BUDGET 2025-2026

1. Introduction

Budget 2025-2026 (Budget) incorporates the financial resources sought by the IFRC on behalf of member National Societies and identifies the expenditure of those financial resources with a view to the realization of outcomes and the achievement of results as set out in the Plan.

The Budget 2025-2026 has been prepared consistent with Financial Regulation III.

Budget highlights

1. The IFRC is proposing a budget of 1,020 million Swiss francs for both 2025 and 2026. This includes Regular Resources of 150 million Swiss francs for each of the years 2025 and 2026.
2. In addition, the IFRC proposes a Capital Budget of 24.2 million Swiss francs, incorporating planned capital expenditure in vehicles and information systems, including the continued implementation of an Enterprise Resource Planning (ERP) system.
3. The Budget is prepared based on results, with a view to implementing matrix management. This will ensure an appropriate geographic distribution of financial resources to enable the achievement of results and the realization of objectives efficiently and effectively.
4. The Budget also contemplates targeted investments in key risk management and internal control functions which contribute to safeguarding the financial resources entrusted to the IFRC.
5. Subject to the realization of the budgeted income, the reserves and working capital are sufficient to sustain the Regular Resources, Other Resources, Supplementary Services and Capital components of the Budget.
6. The achievement of the outcomes in the Strategic Priorities and Enabling Functions as set out in the Plan are contingent on the realization of the Budget.

2. Regular Resources

7. The Regular Resources of the IFRC include statutory contributions, unrestricted donations, other income, and cost recoveries.
8. The 2025-2026 Regular Resources income and cost recoveries are budgeted as follows:

Millions of Swiss francs	2025	2026
Statutory contributions	34.8	34.8
Donations	55.0	55.0
Other income	5.2	5.2
Cost recoveries	55.0	55.0
Total resources	150.0	150.0

Regular Resources are budgeted at 150 million Swiss francs for both 2025 and 2026 to reflect IFRC's ambition to grow unrestricted donations to increase investment at the country level.

Statutory contributions are budgeted at 34.8 million Swiss francs for both 2025 and 2026 as per the quota approved by the Governing Board in May 2023. The Budget therefore assumes that members pay their statutory contributions in the year they are due.

Unrestricted donations are budgeted at 55 million Swiss francs for both 2025 and 2026. These donations primarily originate from state donors and include 3.5 million Swiss francs worth of real estate provided in-kind in Budapest, Panama, Dubai, and Geneva.

Other income is budgeted at 5.2 million Swiss francs for both 2025 and 2026, consisting mainly of realized finance income.

Cost Recoveries are budgeted at 55 million Swiss francs for both 2025 and 2026 including indirect, donor-specific, logistics and fleet cost recoveries.

9. The 2025-2026 Regular Resources expenditure in the Strategic Priorities and Enabling Functions is budgeted as follows:

Millions of Swiss francs	2025	2026
Strategic Priorities		
1. Climate and environment	10.0	10.0
2. Disasters and crises	10.0	10.0
3. Health and wellbeing	8.0	8.0
4. Migration and displacement	5.0	5.0
5. Values, Power and Inclusion	5.0	5.0
Total Strategic Priorities	38.0	38.0
Enabling Functions		
1. Strategic and operational coordination	15.0	15.0
2. National Society development	15.0	15.0
3. Humanitarian diplomacy	10.0	10.0
4. Accountability and agility	72.0	72.0
Total Enabling Functions	112.0	112.0
Total expenditure	150.0	150.0

10. The 2025-2026 Regular Resources expenditure based on the secretariat structure is budgeted as follows:

Millions of Swiss francs	2025	2026
Statutory, Leadership and Compliance Services		
Governance meetings and support	6.0	6.0
Executive office	2.5	2.5
Global Accountability functions	8.5	8.5
Global Management and Support		
National Society Development and Operations Coordination	18.0	18.0
Global Relations, Humanitarian Diplomacy and Digitalization	24.0	24.0
Management Policy, Strategy and Corporate Services	23.0	23.0
Regional and Country Management and Support		
Africa	12.0	12.0
Americas	10.0	10.0
Asia Pacific	12.0	12.0
Europe	10.0	10.0
Middle East and North Africa	10.0	10.0
Other		
Depreciation and amortisation	11.0	11.0
General Provision	3.0	3.0
Total expenditure	150.0	150.0

The statutory contributions mainly fund statutory, leadership and compliance services, and capacity in strategic priorities.

Donations, other income, and cost recoveries mainly fund functions necessary to support timely, quality programmes and operational delivery. This also includes supporting positions in Country and Country Cluster delegations.

3. Other Resources

11. The Other Resources of the IFRC include restricted voluntary contributions and donations in support of National Society programmes and operations.

12. The 2025-2026 Other Resources income is budgeted as follows:

Millions of Swiss francs	2025	2026
Voluntary contributions	354.0	354.0
Donations	531.0	531.0
Total income	885.0	885.0

13. Budgeted Other Resources income includes voluntary contributions and donations for:

- a. Humanitarian response operations, including cash support to beneficiaries - restricted voluntary contributions and donations to Emergency Appeals and the Disaster Response Emergency Fund (DREF). The ambition is to increase DREF to 100 million Swiss francs annually by 2025 and 200 million Swiss francs by 2030, to provide more flexibility and faster response for small and medium emergencies.
- b. Other programmes - restricted voluntary contributions and donations to support National Societies in the Strategic Priorities and Enabling Functions, including the Capacity Building Fund (CBF) and National Society Investment Alliance (NSIA).

14. The 2025-2026 Other Resources expenditure in the Strategic Priorities and Enabling Functions is budgeted as follows:

Millions of Swiss francs	2025	2026
Strategic Priorities		
1. Climate and environment	100.0	100.0
2. Disasters and crises	390.0	390.0
3. Health and wellbeing	200.0	200.0
4. Migration and displacement	60.0	60.0
5. Values, Power and Inclusion	30.0	30.0
Total Strategic Priorities	780.0	780.0
Enabling Functions		
1. Strategic and operational coordination	30.0	30.0
2. National Society development	30.0	30.0
3. Humanitarian diplomacy	10.0	10.0
4. Accountability and agility	35.0	35.0
Total Enabling Functions	105.0	105.0
Total expenditure	885.0	885.0

15. The Other Resources expenditure includes indirect and other cost recoveries.

4. Supplementary Services

16. The Supplementary Services of the IFRC include fees for services provided on a full-cost recovery basis, including:

- a. **Administrative Services:** subject to headquarters agreements, the IFRC provides shared office, and other administrative support enabling National Societies to work legally in an international setting.
- b. **Logistics Services:** subject to agreements, the IFRC provides procurement, warehousing, quality assurance, mobilization and professional consultancy and training services. Growth in Logistics services is expected as a result of the current review.
- c. **Fleet Services:** under lease agreements, the IFRC provides vehicles through a vehicle rental scheme and professional consultancy services. Based on the vehicle fleet review, IFRC is planning to expand its vehicle rental services to National Societies.
- d. **Contracted Services:** subject to contract, the IFRC provides grant management services to international and intergovernmental organizations consistent with the Strategic Priorities and Enabling Functions.

17. Supplementary Services are provided upon request to meet the demands of National Societies and other humanitarian actors.

18. The IFRC aims to provide Supplementary Services efficiently and cost-effectively. The IFRC will render Supplementary Services when there are:
- demand from members or other humanitarian actors,
 - IFRC has the capacity to deliver sustainably,
 - no compromise to relations with or between members or our Fundamental Principles; and
 - agreement by the National Society.

19. The 2025-2026 Supplementary Services income and expenditure is budgeted as follows:

Millions of Swiss francs	2025	2026
Administrative services	16.0	16.0
Logistics services	10.0	10.0
Fleet services	12.0	12.0
Contracted services	2.0	2.0
Total income	40.0	40.0

20. The Supplementary Services expenditure includes indirect and other cost recoveries.

5. Capital Budget

21. The Capital Budget includes capital expenditure in the IFRC's non-current assets, including property, vehicles, telecommunications equipment, and information systems.

22. The 2025-2026 Capital Budget is as follows:

Millions of Swiss francs	2025	2026
Opening Balance	89.5	90.8
Additions	12.3	11.9
Disposals	(2.3)	(2.9)
Depreciation and amortisation	(8.7)	(8.7)
Closing balance	90.8	91.1

23. The 2025 opening balance represents the 2024 estimated closing balance for property, vehicles, telecommunications equipment, and information systems.

24. Budgeted additions include 8 million Swiss francs for vehicle replenishment.

25. Asset disposals relate primarily to vehicles, which, at the end of their useful life, are auctioned, to recover their residual value.

26. Depreciation and amortization include 3.8 million Swiss francs in information systems, out of which 2.6 million Swiss francs relate to the Enterprise Resource Planning (ERP) system in 2025. It also includes 2.2 million Swiss francs in vehicles, 1.7 million Swiss francs in property for the headquarters office building in Geneva, and 1.0 million Swiss francs for various other equipment. In 2026, the depreciation and amortization of vehicles will reduce to 2.0 million Swiss francs, information systems will increase to 4.0 million Swiss francs, and the ERP system will remain at 2.6 million Swiss francs in 2026.

27. The headquarters office building is financed by an interest-free, 50-year loan from the Foundation des Immeubles pour les Organisations Internationales (FIPOI).

28. Budgeted end-of-year capital asset balances are as follows:

Millions of Swiss francs	2025	2026
Property	53.9	54.7
Vehicles	17.2	20.1
Other equipment	3.4	2.5
Intangible assets	2.7	2.8
Enterprise Resource Planning (ERP)	13.6	11.0
Closing balance	90.8	91.1

6. Working Capital

29. Consistent with Financial Regulation VII, the projected level of reserves must be sufficient to ensure liquidity to meet the IFRC's cash flow requirements.

30. The IFRC's Regular Resources cash flow requirements include:

- day-to-day working capital to meet Regular Resources expenditure of the IFRC,
- expenditure in advance of receipt of voluntary contributions and donations, particularly in response to Emergency Appeals,
- expenditure in advance of receipt of payment for Supplementary Services; and
- self-insurance for vehicles, fraud risk, losses on contracts, and other specific reserves including statutory meetings and maintenance of IFRC's headquarters office building.

31. The IFRC's 2025-2026 Regular Resources working capital requirement is calculated at a minimum of 60 million Swiss francs.

32. Budgeted Regular Resources income and cost recoveries are sufficient to meet budgeted Regular Resources expenditure for 2025 and 2026.

33. The IFRC's Regular Resources working capital is budgeted to remain above 60 million Swiss francs for 2025-2026, as follows:

Millions of Swiss francs	2025	2026
Opening balance	87.1	84.4
Headquarters Reconstruction Loan Repayment	(1.4)	(1.4)
Non-current assets additions	(12.3)	(11.9)
Non-current assets depreciation, amortisation & disposal	11.0	11.6
Closing balance	84.4	82.7

34. The 2025 opening balance represents the 2024 estimated closing balance for Regular Resources working capital.

7. Budget 2025-2026 – Results-Based Budget

35. The following is the consolidated Budget presented based on results as set-out in the Plan and Budget.

Millions of Swiss francs	Regular Resources	Other Resources	Supplementary Services	Total 2025	Total 2026
INCOME					
Statutory contributions	34.8			34.8	34.8
Voluntary contributions		354.0		354.0	354.0
Donations	55.0	531.0		586.0	586.0
Service fees			40.0	40.0	40.0
Other income	5.2			5.2	5.2
Total income	95.0	885.0	40.0	1,020.0	1,020.0
COST RECOVERIES					
Cost recoveries	55.0	(54.0)	(1.0)	-	-
Total cost recoveries	55.0	(54.0)	(1.0)	-	-
EXPENDITURE					
Strategic Priorities					
1. Climate and environment	10.0	95.0		105.0	105.0
2. Disasters and crises*	10.0	366.0		376.0	376.0
3. Health and wellbeing*	8.0	188.0	2.0	198.0	198.0
4. Migration and displacement	5.0	56.0		61.0	61.0
5. Values, Power and Inclusion	5.0	28.0		33.0	33.0
Total Strategic Priorities	38.0	733.0	2.0	773.0	773.0
Enabling Functions					
1. Strategic and operational coordination	15.0	28.0		43.0	43.0
2. National Society development	15.0	28.0		43.0	43.0
3. Humanitarian diplomacy	10.0	9.0		19.0	19.0
4. Accountability and agility	72.0	33.0	37.0	142.0	142.0
Total Enabling Functions	112.0	98.0	37.0	247.0	247.0
Total expenditure	150.0	831.0	39.0	1,020.0	1,020.0
Surplus/(deficit)	-	-	-	-	-

*Disasters and crises and Health and wellbeing include components of Climate and environment

8. Budget 2025-2026 – Structural Budget

36. The following is the consolidated Budget presented based on the structures of the Secretariat, consistent with Financial Regulation III.

Millions of Swiss francs	Regular Resources	Other Resources	Supplementary Services	Total 2025	Total 2026
INCOME					
Statutory contributions	34.8			34.8	34.8
Voluntary contributions		354.0		354.0	354.0
Donations	55.0	531.0		586.0	586.0
Service fees			40.0	40.0	40.0
Other income	5.2			5.2	5.2
Total income	95.0	885.0	40.0	1,020.0	1,020.0
COST RECOVERIES					
Cost recoveries	55.0	(54.0)	(1.0)	-	-
Total cost recoveries	55.0	(54.0)	(1.0)	-	-
EXPENDITURE					
Statutory, Leadership and Compliance Services					
Governance meetings and support	6.0			6.0	6.0
Executive office	2.5			2.5	2.5
Global Accountability functions	8.5	1.0		9.5	9.5
Global Management and Support					
National Society Development and Operations Coordination	18.0	30.0		48.0	48.0
Global Relations, Humanitarian Diplomacy and Digitalization	24.0	8.0		32.0	32.0
Management Policy, Strategy and Corporate Services	23.0	2.0		25.0	25.0
Regional and Country Management and Support					
Africa	12.0	178.0		190.0	190.0
Americas	10.0	65.0		75.0	75.0
Asia Pacific	12.0	141.0		153.0	153.0
Europe	10.0	235.0		245.0	245.0
Middle East and North Africa	10.0	160.0		170.0	170.0
Other					
Hosted Projects / Partners		11.0	39.0	50.0	50.0
Depreciation amortisation	11.0			11.0	11.0
General Provision	3.0			3.0	3.0
Total expenditure	150.0	831.0	39.0	1,020.0	1,020.0
Surplus / (deficit)	-	-	-	-	-

37. Executive office includes the Office of Secretary General. Global Accountability functions include Internal Audit and Investigations, General Counsel, Strategic Planning and Monitoring and Ombudsperson and Safeguarding.
38. Global Relations, Humanitarian Diplomacy and Digitalization include the representation office to the United Nations in New York, Red Cross EU office in Brussels, the African Union office in Addis Ababa, the Gulf Country Cluster Delegation in Dubai, and Information Systems at the Global Service Centre in Budapest.
39. Management Policy, Strategy and Corporate Services include Supply Chain Management, Human Resources, Finance and Administration services at the Global Service Centre in Budapest.
40. Europe includes Ukraine and impacted countries crisis ongoing programme.
41. Hosted Projects include Global Road Safety Partnership (GRSP), Steering Committee for Humanitarian Response (SCHR), Risk-Informed Early Action Partnership (REAP) and National Society Investment Alliance (NSIA).

9. The Budget– Principles and Policies

42. The Budget is consistent with the policies and regulations as set out in the Constitution and the Financial Regulations.
43. Further, the Budget is subject to the Principles and Policies as set out below, which are an integral part of the Budget.

Budget Principles

44. The Regular Resources budget includes necessary investment to support the achievement of outcomes in the Strategic Priorities and Enabling Functions, as set out in the Plan and Budget. As such, it includes leadership, management, internal control and enabling functions, as well as direct investment in strengthening the capacities of National Societies, and investment in countries of operation.
45. Other Resources and Supplementary Services budgets are subject to full cost-recovery, whereby the full costs associated with project implementation or service delivery are fully funded via voluntary contributions and donations or recovered via service fees, respectively.

Budget Policies

46. Expenditure associated with the implementation of programmes (i.e. Other Resources budget), as well as the provision of Supplementary Services, entails direct costs, indirect costs and in some cases donor-specific costs.
47. The indirect costs as well as some direct costs are charged to the Regular Resources budget. These are recovered from the Other Resources and Supplementary Services budgets through the indirect and other cost recovery mechanisms.

Indirect Cost Recovery

48. The standard indirect cost recovery rate is 6.5 per cent of Other Resources budget direct costs, which is recovered from Other Resources programmes as expenditure is incurred. The standard rate is recovered on cash expenditure.

49. The indirect cost recovery rate does not apply to the Other Resources expenditure under the following circumstances:
- a. **In-kind expenditure:** No indirect cost recovery on the in-kind value of staff on loan, goods, and services.
 - b. **Statutory meetings:** Voluntary funded components of statutory meetings are not subject to indirect cost-recovery.
50. The standard indirect cost recovery rate is also recovered on Supplementary Services budget expenditure and recovered in the Service Fees.
51. The indirect cost recovery rate does not apply to Supplementary Services expenditure in the following circumstances:
- a. **Logistics services:** In cases of provision of logistics services to members or non-members, third party costs are not subject to indirect cost recovery.
 - b. **Fleet services:** In cases of provision of fleet services to members, the cost is not subject to indirect cost recovery.

Indirect Cost Recovery Capping

52. For a large donation or contract in excess of 20 million Swiss francs, the Secretary General may negotiate an indirect cost recovery rate lower than the standard rate of 6.5 per cent, provided that the donation or contract is otherwise subject to full cost recovery. For a large donation or contract in excess of 50 million Swiss francs, the Secretary General will seek advice from the Chair, Finance Commission, before negotiating an indirect cost recovery rate lower than the standard rate of 6.5 per cent.

Donor Specific Cost Recoveries

53. Additional costs borne by the Regular Resources budget which are associated with earmarking and the provision of non-standard pledge-specific reporting are subject to Donor-Specific Cost Recoveries.
54. Donor-specific cost recoveries include pledge earmarking and reporting fees. These costs are separately recovered to ensure that donors who direct funds and/or who have specific reporting requirements are not subsidized by those donors who accept standard IFRC reports.

Earmarked Pledge Minimum Value

55. The minimum value of an earmarked pledge to the IFRC is 100,000 Swiss francs.
56. For the purposes of applying the Earmarked Pledge Minimum Value, a pledge is considered earmarked when it is directed by the donor and/or requires reporting at a level more detailed than the country, appeal or thematic programme.

Pledge earmarking fee

57. When a donor requires specific costs to be attributed to their voluntary contribution or donation, or to be spent within a specific timeframe, or if they require pledge-based financial reporting, an earmarking fee of 1.0 per cent of pledge direct costs is incurred and charged as expenditure. This is applied in addition to the standard Indirect Cost Recovery to recover the incremental costs associated with project management and accounting.
58. The earmarking fee does not apply to contributions earmarked at the country, appeal or thematic programme level, provided there is no requirement to account and/or report on the basis of the pledge itself.

Reporting fees

59. When a donor requires specific financial or narrative reports on the use of their voluntary contribution or donation, a reporting fee is applied when the report has been completed and issued. This is to recover the incremental costs associated with the preparation, validation and distribution of customised donor reports.

60. The reporting fees are as follows:

- Financial report: 200 Swiss francs per report
- Narrative report: 800 Swiss francs per report
- Invoice required for payment: 200 Swiss francs per invoice

61. The reporting fee does not apply to standard programme or appeal reports published on the IFRC's websites.

Logistics Cost Recovery

62. The costs associated with the provision of specific logistics services in support of a Humanitarian Response operation, a Thematic programme, or as a Supplementary Service, are subject to cost recovery. Rates for prescribed logistics services are reviewed periodically and apply to Other Resources programmes, and Supplementary Service agreements.

Fleet Cost Recovery

63. The costs associated with the provision of vehicles, to a programme, or as a Supplementary Service are subject to cost recovery. Rates for prescribed vehicles are reviewed periodically and apply to Other Resources programmes, and Supplementary Services agreements.

*International Federation of Red Cross and Red Crescent Societies M6 trucks ready to be loaded onto the airplane at Værnes Airport in Norway.
© Olav Saltbones/Norwegian Red Cross*





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