



IFRC PLAN AND BUDGET

2021–2025

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This Plan and Budget 2021–2025 was produced in consultation with more than 250 people from within the Red Cross Red Crescent network, IFRC reference centres and IFRC offices. It also included engaging with the IFRC Donor Advisory Group members.

Cash grants in Nepal helped community members to repurchase and restock critical items such as tools destroyed when an earthquake toppled their homes or for immediate food.

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INTRODUCTION

The IFRC network is more relevant and needed than ever. While the full impact of the global COVID-19 pandemic is unfolding, more and more people are seeking assistance from the Red Cross and Red Crescent. National Societies and the IFRC Secretariat must adapt and adjust to new ways of working to assist them.

COVID-19 is directly affecting people and health systems and having a massive impact on the socio-economic situation of millions of people. Marginalization and exclusion have been exacerbated, pushing an estimated 176 million people into poverty, and between 71 to 100 million people into extreme poverty.

Meanwhile, a climate crisis is increasing the threats to vulnerable urban and rural communities, our planet, on our watch, in our lifetime. More investment is needed in working with people and communities to help build their resilience.

That is why the Red Cross and Red Crescent National Societies role as local actors is so vital in reaching the people most in need of help. The IFRC has been working with National Societies to strengthen the network of local branches so they can increase engagement with local communities.

The IFRC and its National Societies also receive valuable support from the IFRC reference centres in a number of areas: climate change, shelter, livelihoods, first aid, psychosocial support, disaster preparedness, risk management and resilience.

The IFRC's Plan and Budget 2021–2025 sets out objectives for the IFRC Secretariat in support of National Societies and will guide the IFRC in the implementation of its 10 year Strategy 2030 and the Agenda for Renewal - the IFRC's vision of how it will be fit for purpose and better serve its members.

Strategy 2030

The IFRC network agreed to focus its work over the next ten years on the most pressing existing and emerging interrelated global risks:

- Climate and environmental crises
- Evolving crises and disasters
- Growing gaps in health and wellbeing
- Migration and Identity
- Values, power, and inclusion

Agenda for renewal

Managing and delivering positive change requires the IFRC Secretariat to focus more on National Society Development, effective membership coordination, leadership and transformation. The Agenda for Renewal aims to position the IFRC Secretariat as an organization that is cost effective, innovative, transparent and accountable - serving its membership to respond to global challenges and supporting community-based action.

THE IFRC'S STRATEGIC PRIORITIES

1

Climate and environmental crises

2

Evolving crises and disasters

3

Growing gaps in health and well-being

4

Migration and Identity

5

Values, power, and inclusion

GLOBAL FLAGSHIP INITIATIVES

Local Action: Strong National Societies

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

Going to Scale on Humanitarian Action and Risk Reduction

Scaling up of climate action is an absolute priority. With predictions becoming a reality, in relation to the impacts of climate change, the unprecedented numbers of migrants and displaced people and public health crises, the need to act now is more urgent than ever before. Every National Society must prepare, adapt and respond at levels previously unimagined. The IFRC Secretariat will provide leadership, coordination, legislative advocacy support and mobilize critical resources to reduce and meet the unprecedented needs through National Societies.

DREF and Anticipatory Funding to triple by 2025

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

Global Cash Leadership

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

Reduce cholera related deaths by 50%

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

Respond to and Recover from the COVID-19 pandemic

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

A young man with short dark hair, wearing a white shirt and red shorts, is working in a maize field. He is leaning over, using a wooden tool to work the soil around the base of a maize plant. The field is filled with rows of tall, green maize plants. The background shows a bright sky and some distant trees.

A man works his maize field in a village in the south of Ethiopia, where some farmers have begun to protect themselves against weather extremes through “index insurance”.

© IFRC / Josè Cendun

Strategic Priorities for 2021–2025

This Plan and Budget 2021–2025 is grounded in the Strategy 2030 and the Agenda for Renewal with a strong country focus and an attempt to ensure global coherence and consistency. The five strategic priorities of Strategy 2030 require the building of community resilience to shocks through more effective preparedness, greater mitigation, prevention, early warning and early action. They also call for transformational change in how the IFRC Secretariat works with and coordinates its members, in its role in strengthening National Society development and in maximizing the collective impact of the entire IFRC network.

Climate and environmental crises

Context

Environmental crises include climate change and the degradation of soil, land, water and other natural resources. Our research conservatively estimates that humanitarian needs could double to 200 million people needing life-saving assistance by 2050 because of climate change.

The people who suffer most are – and will continue to be – the world’s poorest. They are most vulnerable and the most exposed to shocks and stresses. They do not have the resources to protect themselves and often live in areas where floods, droughts and storms hit hardest. Climate risks are compounded by environmental degradation, over-exploitation of natural resources and biodiversity loss, unequal development, rapid and unplanned urbanization, pollution, conflict and displacement, and now the global COVID-19 pandemic.

Focus:

Reducing the current and future humanitarian impacts of climate and environmental crises and supporting people to adapt and thrive.

The IFRC will integrate climate risk management across all programmes, operations and advocacy, ensuring that all our work is “climate smart”, reducing our own carbon footprint and leading the process to develop a new Climate and Environment Charter for the humanitarian sector.

Outcome 1.1:

Communities and Red Cross and Red Crescent (RCRC) staff and volunteers undertake urgent action to adapt to the rising and evolving risks from climate and environmental crises.

Outcome 1.2:

IFRC Secretariat and National Societies adopt environmentally sustainable practices and contribute to climate change mitigation.

2025 Targets

- 250 million people are better protected from heat (the most ignored and rapidly rising climate risk) by 2025, in at least 150 cities and towns (baseline to be established in 2021).
- 50 coastal cities are supported to adapt to longer-term impacts of climate change, including sea level rise, by 2025.
- 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 (baseline and target to be established in 2021).
- 100 National Societies implement environmental or climate campaigns focused on behaviour change, plastic reduction or clean-ups (baseline to be established in 2021).

Evolving crises and disasters

Context

While protracted crises are the primary driver of humanitarian assistance, humanitarian crises are likely to become more common, complex, concentrated, dynamic, and more costly due to extreme weather events, climate and environmental disruptions. Millions of people will be affected by food insecurity, disease outbreaks and mass population movements. Militarisation, politicization and disinformation are also becoming more significant obstacles to humanitarian assistance and resilience efforts.

By 2030, almost half of the world's poor people are likely to be living in fragile or conflict affected countries. New, and unforeseen vulnerabilities will probably result from increasing global interdependence, rapid and unplanned urbanization, and an increasing reliance on technology. The human costs and the financial costs of providing assistance in such complex environments are rising.

Focus

Preparedness and readiness to respond to shocks, enhancing community risk reduction and resilience.

The crises and disasters of most concern to the IFRC affect the lives, the livelihoods, homes and living conditions of the most vulnerable, disadvantaged and hard to reach communities. Our work will prioritise early warning, early action and anticipation to mitigate risks from multi-hazards affecting the lives, the livelihoods, homes and living conditions of vulnerable communities and the most disadvantaged and hard to reach.

Outcome 2.1:

Communities take action to increase their resilience to evolving and multiple shocks and hazards.

Outcome 2.2:

People affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate, flexible and strengthens their agency.

Outcome 2.3:

National Societies respond effectively to the wide spectrum of evolving crises and disasters, and their auxiliary role in disaster risk management is well defined and recognised.

Outcome 2.4:

National Societies expand their leadership in the field of Disaster Law.

2025 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 2025).
- Engage 100 National Societies in preparedness and capacity building processes (such as forecast-based financing, early action, preparedness for effective response – PER, cash preparedness, logistics).
- Mobilize 500 million Swiss francs per year through IFRC mechanisms for National Society responses to crises and disasters (including 100 million via the DREF).
- Support 30 governments to adopt new legal instruments related to disaster law.
- 50 National Societies have shelter and urban strategies in place by 2025, which include city-level coordination, partnerships with development actors and actionable municipal contingency and response plans.

Growing gaps in health and wellbeing

Context

There have been significant global improvements in the health and wellbeing of communities. Regrettably, the COVID-19 pandemic has quickly reversed many of them and has jeopardized physical, mental and social wellbeing. Together with other factors facing the communities the IFRC is trying to help it has also resulted in uneven progress.

Already vulnerable and marginalized people are being pushed into even more precarious poverty and ill-health. These are the 50% of people in the world who do not have access to essential health services; the 100 million people who are pushed into extreme poverty every year because of catastrophic health expenditures; the 780 million who do not have access to safe water; the 2.5 billion people without adequate sanitation; the 500 million women and girls that lack adequate facilities for safe and dignified menstrual hygiene management; the 19.7 million children under the age of one year who do not receive life-saving vaccines; and the many millions of women denied the necessary sexual and reproductive health information and services crucial to protecting their health, wellbeing, human rights and dignity.

Focus

Ensuring that all people have safe and equitable access to health, water, sanitation and adequate living conditions.

This means expanding integrated community-based health, care and first aid, water, sanitation, and hygiene programmes to address the unmet needs of vulnerable or marginalised groups. It also means investing in epidemic and pandemic preparedness, and specifically local actors, networks and volunteers as community-based responders.

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

Outcome 3.1:

National Societies capitalize on their auxiliary role to ensure their position on relevant country-level public health strategy, advocacy and policy platforms and mechanisms.

Outcome 3.2:

The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course.

Outcome 3.3:

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

Outcome 3.4:

Communities have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services.

Outcome 3.5:

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

2025 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.

Migration and identity

Context

There are an unprecedented number of displaced people around the world suffering persecution, conflict and violence. At the end of 2019, there were an estimated 272 million international migrants, including an estimated 30 million refugees and asylum seekers globally.

Migration is also challenging the conventional definitions of citizenship and identity. It is being used in some countries to fuel tension and xenophobia, while in others governments attempt to stem the flows amidst polarized public perceptions and an increased likelihood of human suffering. It has been blamed for economic and social marginalization, challenging concepts of identity and what it means to “belong”.

Focus

Making sure that all people who migrate or are displaced are safe, are treated humanely and with dignity, and have the assistance and protection support they need to thrive in inclusive societies.

To achieve this, the IFRC will support National Societies to

- enhance capacities to understand migration dynamics in their contexts and deliver appropriate humanitarian services, and
- coordinate with relevant local and international actors.

Outcome 4.1:

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

Outcome 4.2:

National Societies are able to engage with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs.

2025 Targets

- By 2025, 75% of National Societies have conducted a migration and displacement needs assessment and/or have integrated migration and displacement into their strategic planning.
- By 2025, all National Societies operating along main migratory routes have the capacity to access resources to establish Humanitarian Service Points, providing access to assistance, protection and integration support to migrants and displaced.

Values, power and inclusion

Context

Sexual and gender-based violence (SGBV) is often life-threatening and impacts a survivor's daily life, dignity, rights, livelihoods, and health. Vulnerability to SGBV is affected by values, power relationships and issues of inclusion. One in three women worldwide experience SGBV in their lifetime, while women and girls with disabilities are at particular risk.

Despite global commitments to combat SGBV, humanitarian operations are not adequately considering the needs of women and girls who have been affected. Humanitarian operations also often overlook the needs of men, boys and sexual minority groups as survivors of SGBV.

Preliminary evidence on the global impact of the Covid-19 pandemic shows that SGBV is rising rapidly and that access to services for victims and survivors are becoming more difficult due to quickly changing attempts to contain the virus.

Focus

Ensuring more participatory, safe and inclusive humanitarian action, based on the Fundamental Principles and humanitarian values.

The challenges require us to do much more than "do no harm". The IFRC will support National Societies to reach more local branches and increase awareness and actions through youth engagement and working with the education community, to ensure more inclusive working dynamics, greater diversity and greater efforts for the protection of people, their dignity and their contributions for resilience and peaceful environments.

The IFRC Secretariat will provide advanced technical support for National Societies to implement specialized programmes that prevent and respond to violence, discrimination and exclusion.

Outcome 5.1:

National Societies contribute to a positive change in communities through a wider understanding, ownership and concrete application of humanitarian values and fundamental principles, focusing especially on young people's knowledge, skills and behaviour.

Outcome 5.2:

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

Outcome 5.3:

National Societies and the IFRC Secretariat adopt a comprehensive Protection, Gender and Inclusion approach across operations and programmes.

Outcome 5.4:

National Societies and the IFRC Secretariat lead by example and inspire others on gender and diversity.

2025 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.

Distribution of food kits to families affected by the earthquake in communities of Jama and Perdernales.

© Cruz Roja Ecuatoriana / Vladimir Rodas



Enabling National Societies

The IFRC Secretariat has defined three enabling approaches that are directly related to the transformations in Strategy 2030 to achieve the strategic priorities. The enablers focus on IFRC Secretariat support to National Societies so they can work more directly, collaboratively and in an agile manner, and can enhance their capacities to engage in alliances with other local actors and influence the local and global humanitarian agenda. The IFRC Secretariat success will be dependent on the development and transformation of National Societies.

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

FOCUS

“Modernizing and adapting ways of working to match new realities.”

The IFRC will ensure that the Secretariat and National Societies are respected and recognized as neutral, impartial humanitarian actors who can promote principles, values, policies and legislation in support of humanitarian action.

ENGAGEMENT WITH EACH OTHER AND WITH OTHERS

“Working within and outside the IFRC network to achieve greater impact in a complex world where no one actor can succeed alone.”

Within countries, this includes promoting joint analysis of needs, planning to increase efficiencies and to increase quality and reach. It also involves strengthening and growing regional and global networks of National Societies and developing shared leadership models. Externally, the IFRC will continue to collaborate with partners to tackle critical humanitarian issues whenever possible.

Outcome 6.1

National Societies and the IFRC Secretariat have strengthened their engagement with partners within and outside the network to work collectively on the key challenges facing communities.

INFLUENCING AND HUMANITARIAN DIPLOMACY

“An influential global actor informed and supported by a neutral and community-based global network.”

Outcome 6.2

National Societies and the IFRC network have a strong public profile and are effective advocates, influencing both public behaviour and policy change at the domestic, regional and global levels.

INNOVATION

“Transforming to support the manifold and complex vulnerabilities whose emergence and convergence will accelerate and intensify in a rapidly changing world.”

The IFRC will improve leadership and create a system that is conducive to innovation, agility and transformation. It will support solutions found close to the problem, seeking continual innovation in services and tools.

Outcome 6.3

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

DIGITAL TRANSFORMATION

“Integrating digital and emerging technology, digital skills and culture will enable the organization to harness the collective intelligence of the network and democratize access to information.”

Outcome 6.4

The IFRC network undergoes a digital transformation.

2025 Targets

- A least 100 National Societies develop domestic advocacy and/or public communications strategies aligning, at least in part, with global IFRC advocacy and/or public communications strategies.
- At least 100 National Societies develop digital transformation strategies, in line with the 33rd International Conference – IC digital pledge and data protection commitments in the 33rd IC Resolution on Restoring Family Links.
- At least 50 National Societies prioritize innovation in their plans and budgets.

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

A UNITED AND AGILE SECRETARIAT

“Working for greater impact as one organization globally through a more harmonized and consistent approach.”

The IFRC will expand the collective ambition to increase financial resources to reach more people in need. It will eliminate unnecessary bureaucracy and duplication to be more efficient, accountable and well-functioning so Red Cross and Red Crescent Societies can be the partner of choice.

The IFRC Secretariat will prioritize strong, simple and flexible risk management. The IFRC Secretariat will invest in country-level presence and National Society programming, with regional and global staff supporting the work of country clusters, delegations to more effectively serve National Societies.

Outcome 7.1

The IFRC Secretariat is working as one organization globally, delivering what it promises to National Societies, volunteers and the communities they work with, as effectively and efficiently as possible.

FINANCING THE FUTURE

“Ensuring that the IFRC Secretariat and membership are financed sufficiently to meet their obligations to all stakeholders.”

The IFRC aims to reduce high levels of earmarking, and to support direct funding for National Societies and their planning for long-term financial sustainability. It is creating a new resourcing architecture in partnership with National Societies that involves significant changes to IFRC Secretariat systems. It will also better represent the work it does and its complementarity with National Societies.

Outcome 7.2

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

2025 Targets

- The IFRC Secretariat mobilizes CHF 80 million of unearmarked funding per year in addition to the statutory contributions.
- The IFRC Secretariat receives an unqualified opinion in 80% of the audits of appeal financial statements.
- All National Societies submit an annual externally audited financial statement to the IFRC.

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

“Strengthening the trust by communities and the ownership of members in the activities of the IFRC Secretariat and the network.”

Trust is critical for the future of humanitarian action, for an IFRC that is valued and owned by its members, and for effective engagement with communities. To achieve this, the IFRC will promote a genuine spirit of cooperation with National Societies to guarantee that its approaches are always community-driven, ensure greater efficiency and effectiveness, and advance its quantitative and qualitative collective impact.

The IFRC Secretariat will contribute to social cohesion by prioritizing National Society Development to provide volunteers with the skills and capacities to maintain and increase the trust of communities and influence principled local action.

PRIORITIZING NATIONAL SOCIETY DEVELOPMENT

“Reprioritizing the IFRC Secretariat’s role in National Society Development (NSD) to build on the strength of National Societies and enhance their capacities.”

The IFRC will strengthen capacity, leadership initiatives, a sound legal base, efficient, accountable and agile systems and structures for National Societies to perform their auxiliary role effectively.

The IFRC Secretariat will contribute to greater localization and branch development, encourage innovation and boost and solidify youth engagement. It will prioritize efforts to ensure the safety and security, growth, and development of staff and volunteers.

Outcome 8.1

The IFRC Secretariat effectively supports National Societies in their development to become the trusted partner of choice for local humanitarian action with the capabilities to act in the global network.

2025 Targets

- 100% of National Societies have their statutes revised according to the new Guidance for National Society Statutes.
- 100,000 volunteers are registered on the IFRC global virtual platform.
- 50% of National Societies have aligned their external support in NSD with the principles of the NSD compact.

Outcome 8.2

IFRC network prioritizes volunteering development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts.

2025 Targets

- 50% of National Societies have created and implement youth engagement strategies.
- 100% of National Societies have comprehensive functional mechanisms to ensure volunteers' safety and security.

NURTURE A NEW GENERATION OF LEADERS

“Nurturing a new generation of IFRC and National Society leaders through the roll-out of a talent management strategy.”

The IFRC will foster age and gender equality while enhancing geographic and cultural inclusion. It will deliver leadership training, support for new roles, coaching and mentoring.

Outcome 8.3

The IFRC network steadily renews its leaders to foster a more diverse leadership embodied in increased volunteer and youth involvement, gender parity and equitable geographic representation.

2025 Targets

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

STRENGTHENED MEMBERSHIP COORDINATION

“Reinforcing coordination within the Red Cross and Red Crescent network to fully harness our combined strengths, preserve resources, eliminate duplication and enhance efficiencies for greater humanitarian impact.”

Peer support during the COVID-19 crisis has shown that sharing leadership, mobilizing the collective resources and expertise of the IFRC network enhances the collective impact. It also contributes to the adaptation or production of innovative tools and guidance.

The IFRC Secretariat will strengthen its coordination at the country, cluster, regional and global levels to become an effective platform for international coordination of emergency operations, for collective representation of the IFRC in policy discussions in times of peace, and for National Society development and capacity strengthening.

The IFRC Secretariat will develop Federation-wide information management, planning and reporting systems and approaches to demonstrate the overall scope and value of members and to secure support from external stakeholders.

Outcome 8.4

Membership Coordination is a core part of the IFRC Secretariat’s work and has led to a changed mindset within the IFRC Secretariat under the new Federation-wide approach, resulting in greater trust from the membership and greater efficiency and effectiveness of our humanitarian actions.

2025 Targets

- A Comprehensive Humanitarian Information System is established and functional.
- At least 70% of large-scale emergencies with an appeal in excess of CHF 10 million use a single planning and reporting framework.

MOVEMENT COOPERATION

“Nurturing cooperation between the IFRC Secretariat, National Societies and the ICRC to ensure that Movement relations are effective and are based on mutual respect as equal partners.”

Working together and capitalizing on the complementary strengths of its component National Societies, the IFRC and the International Committee of the Red Cross (ICRC), the Movement can achieve much more.

Outcome 8.5

The IFRC will deliver on its priorities for Movement Coordination and Cooperation, as established in the Council of Delegates meeting in 2019.

2025 Targets

- 100% of the actions established in the SMCC 2.0 workplan will be achieved to improve the capacity of the Movement to efficiently provide complementary responses to medium- and large-scale emergencies, assisting host National Societies and reaching the affected communities.
- The Seville Agreement and Supplementary Measures are reviewed to increase relevance and effectiveness.

COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

“Working more closely and being more accountable to communities.”

Strategy 2030 proposes an urgent shift of leadership and decision-making to place local communities at the centre of change. To do so, the IFRC Secretariat and National Societies must be accountable to communities and work in collaboration with them so that actions are effective, inclusive, and sustainable.

Community Engagement and Accountability is about listening to, engaging and communicating with communities to better understand their needs, vulnerabilities and capacities. It also involves gathering feedback on priorities and preferences and the provision of safe and equitable access to actively participate in decisions that affect them.

Outcome 8.6

People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the Red Cross and Red Crescent to serve their best interests.

2025 Targets

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

BUDGET

The budget included in this plan is to be considered as a budgeting framework which is approved by the IFRC governance and operationalised through emergency operations and annual operational plans.

The IFRC proposes a total budget of 500 million Swiss francs for 2021, including Regular Resources of 110 million Swiss francs, Other Resources of 385 million Swiss francs, and Supplementary Services of 40 million Swiss francs. The budget is a revision of the two-year budget of the IFRC for 2020 and 2021, approved by the General Assembly in December 2019. The figures for the period 2022 to 2025 are projections.

<i>Millions of Swiss francs</i>	BUDGET	PROJECTIONS			
	2021	2022	2023	2024	2025
Income					
Statutory contributions	36,5	36,5	36,5	36,5	36,5
Voluntary contributions	200,0	200,0	200,0	200,0	200,0
Donations	220,0	220,0	220,0	220,0	220,0
Service fees	40,0	40,0	40,0	40,0	40,0
Other income	3,5	3,5	3,5	3,5	3,5
Total income	500,0	500,0	500,0	500,0	500,0
Expenditure					
Regular resources	110,0	120,0	130,0	140,0	150,0
Other resources	357,0	347,0	337,0	327,0	317,0
Supplementary services	33,0	33,0	33,0	33,0	33,0
Total expenditure	500,0	500,0	500,0	500,0	500,0
Surplus/(deficit)	-	-	-	-	-



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with **192 National Red Cross and Red Crescent Societies** and around **14 million volunteers**. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.