IFRC Results-based matrix: 2017 Progress against Plan and Budget 2016-2020

Context

The food crisis in Africa and beyond: During 2017 millions of people in Ethiopia, Kenya, Nigeria, Somalia, South Sudan and Yemen faced a severe food crisis with risks of famine and were in urgent need of humanitarian assistance. The Sahel also experienced pockets of high food insecurity. The situation was compounded by disease outbreaks, continuous drought, rising prices, insecurity, and restricted humanitarian access. National Societies in the affected countries engaged in humanitarian responses supported through Emergency Appeals (Kenya, Ethiopia, Somalia), plans of action embedded into One International Appeals launched by the ICRC (South Sudan, Nigeria, Yemen), and DREF operations (Sahel countries). The Africa food crisis remained classified as a category red crisis by the IFRC Secretariat throughout the year.

Severe meteorological events in Asia and in the Caribbean and Central America: The monsoon season from May to September in Asia affected millions of people and multiple countries, including 42 million people in India, Bangladesh, Nepal and Sri Lanka for which Emergency Appeals were launched for a total of 11.5 million Swiss francs to assist 181,000 people and two DREF allocations (CHF 720,740) for India to support 40,000 people. The Caribbean and Central America experienced a series of hurricanes – including two hurricanes of category five - which ravaged through many islands and mainland territories in September and October. Emergency Appeals for Dominica, Cuba, Costa Rica, St. Kitts and Antigua and DREF operations for Haiti and Dominican Republic were launched to assist over 70,000 people. (Visit https://www.goamericas.cruzroja.org/ for more details)

Population Movement from Rakhine to Bangladesh: The massive influx of people from Rakhine (Myanmar) into Cox's Bazaar (Bangladesh) following attacks in Rakhine on 25th August 2017 led to a major scale-up of the humanitarian response by the Bangladesh Red Crescent, with the support of Movement partners. By year end, over 650,000 people had crossed to Bangladesh since August 2017, adding to 212,538 people who had arrived in successive displacement flows - most recently in October 2016. The Emergency Appeal launched in March 2017 was revised to 33.5 million Swiss francs and 254,000 people have been reached by RCRC Movement with multi sector interventions. Furthermore, and looking at potential scenarios with severe impact such as cyclone season in the area, both BDRCS and IFRC led on a Federation-wide contingency planning process for preparedness in Cox's Bazaar.

Concomitant crises from mid-2017 led to record numbers of deployments of Movement tools: The humanitarian crises described above called on the solidarity of Movement partners and the deployment of many response tools. In 2017 a total of 109 FACT members, 17 ERU, and 172 RDRT were deployed to support operations across the five regions, making the year one of the most intense year in terms of surge deployment in the last decade. Global Shelter Cluster's 5-year strategy came to an end: In 2017, IFRC continued to provide quality leadership to shelter coordination in natural disasters. The 5-year strategy of the Global Shelter Cluster (2013-2017) came to an end and in the independent review that was commissioned, IFRC
was recognized and commended as the “honest broker” in shelter coordination, gaining the trust and respect of agencies, governments and donors alike. The review also highlighted areas that require more attention from the cluster and the IFRC to improve performance and impact (e.g. mainstreaming the main functions). IFRC shelter coordination teams deployed to 6 disasters in 2017 in Madagascar, Peru, Sri Lanka, Bangladesh (x2) and Vanuatu. In addition to the response deployments, the global focal points also deployed multiple times to Bangladesh, Nepal, Philippines, Pacific for preparedness and contingency planning work.

Increasing recognition of the global migration challenges and Movement support to vulnerable migrants: The rise in the number of international migrants – 258 Mio international migrants, 50 Mio of which in irregular situation - reflects the increasing importance of international migration, which has become an integral part of our economies and societies. At the same time, we are now witnessing the highest levels of displacement on record. An unprecedented 65.6 million people around the world have been forced from home. Among them are nearly 25 million refugees and asylum seekers, over half of whom are under the age of 18. In many parts of the world, however, migration occurs primarily between countries located within the same geographic zone. In 2016, most international migrants living in Africa, or 87% of the total, originated from another country of the same region. Migration is increasingly recognized as a priority area by IFRC and National Societies. In 2017, we have provided assistance and protection to some 9.2 million people, including internally displaced, migrants, refugees and host communities through a variety of emergency and long-term interventions in all regions of the world, in the form of humanitarian assistance, protection, advocacy and awareness raising. The operating environment remains challenging in many parts of the world due to increasingly politicised and securitized measures that do not address the vulnerability of migrants but often contribute to increasing precariousness; insufficient funding that is not linked to political agendas; and the widely varying level of NS capacity and expertise on migration issues.

Global recognition of forecast-based financing and setting up of the IFRC FbF Window to the DREF: The UN General Assembly adopted Resolution A/RES/72/132 on International cooperation on humanitarian assistance in the field of natural disasters, from relief to development where Member States are urged to develop, update and strengthen early warning systems, disaster preparedness and risk reduction measures at all levels, in accordance with the Sendai Framework, and improve their response to early warning information in order to ensure that early warning leads to early action, implemented effectively in a timely manner, including through scaled-up, predictable and multi-year support with specific references to forecast-based financing as a key tool. Taking into account changing trends in disaster response and the recognition of the need for innovative and flexible approaches for both rapid assistance and support for early action, IFRC and its partners are advocating for forecast-based funding (FbF), through establishing an “FbF window” to access DREF (with the agreement of the respective donors). This funding would be released by scientifically defined forecast-based triggers, activated to automatically implement agreed activities based on plans of action (Early Action Protocols) that are developed ahead of time.

Climate-change: Increased global commitment on climate action despite US decision to withdraw from the Paris Agreement; IFRC Framework for Climate Action towards 2020: The withdrawal of the US from the Paris Agreement will logistically take some years to take effect, but the decision gave rise to heightened political sensitivity on the topic of climate change, increased concern about the direction of the Paris Agreement, and concerns about more severe temperature rises and the climate and weather-related consequences that will ensue - especially with 2016 determined ad the hottest
year on record. At the same time, it has also spurred expressions of greater commitment from mayors, private sector actors, and other states – which was demonstrated at the COP23. With Syria signing the Paris Agreement, 197 countries have signed – leaving only the US outside the agreement. As an expression of our own commitment, The Framework for Climate Action towards 2020, IFRC new plan and vision for scaling up our climate-related work, was released and presented during the statutory meetings and COP23, as part of our strong delegation led by the Secretary General.

**Disaster Risk Reduction: Fifth Session of the Global Platform for Disaster Risk Reduction (GPDRR) and digitization of Vulnerability and Capacity Assessment:** The GPDRR fifth session took place in Cancun, Mexico on 22-26 May. It marked the first opportunity for the international community to review global progress in implementation of the SFDRR adopted at the Third UN World Conference on DRR in Japan in 2015. GPDRR was preceded by regional DRR platforms in which IFRC regional offices and National Societies were actively engaged to deliver RCRC messages. GPDRR in Cancun served as an occasion to draw international attention to DRR and resilience, especially the implementation of the Sendai Framework for DRR. IFRC and National Societies used the occasion to profile their work for DRR and resilience and strengthen their networking and partnership in these areas. Key outcomes included influencing the text of the Chair’s Summary and the Leader’s Statement to reflect IFRC key messages. Another important development in the field of Disaster Risk Reduction has been the creation of the Vulnerability and Capacity Assessment Repository ([http://vcarepository.info/](http://vcarepository.info/)), a virtual platform to facilitate the collection of VCA reports and Plans of Action from the Red Cross Red Crescent Movement. Furthermore, a digital e-VCA Platform ([https://www.ifrcvca.org/](https://www.ifrcvca.org/)) was recently set up to make guidance, tools and other VCA resources easily accessible to staff and volunteers.

**Increased focus on Cash Based Interventions in the humanitarian sector:** sign off and implementation of an IFRC Secretariat Cash Roadmap to support the scale up and delivery of cash programmes across the organisation: Giving disaster affected people cash is a growing and critical part of humanitarian action. Critical steps were taken to position the IFRC in this rapidly changing landscape and to be able to deliver cash on a larger scale to address the needs of affected populations through the actions identified in the Cash Roadmap. By the year 2020, IFRC and NSs across the Movement will increasingly demonstrate a greater use of cash across all programme areas. This will be done through investments in capacity, new technology, upgrading of systems, senior leadership advocacy and through strengthening strategic partnerships both internally and externally. The Treaty on the Prohibition of Nuclear Weapons was adopted by 122 states in a diplomatic conference at the United Nations in New York: The treaty is a historic development towards a future free of nuclear weapons in line with Movement resolutions. The treaty contains a range of obligations. It establishes clear prohibitions an all acts associated with the use of nuclear weapons and contains strong commitments to assist victims of nuclear weapon testing and use and facilitates the remediation of contaminated environments. The Movement is referenced in several parts of the treaty.
### Areas of Focus

| AOF 1: Disaster Risk Reduction | **Indicators:**
People reached: **8,480,365** people were reached by IFRC-supported DRR initiatives, including through emergency appeals, DREFs, and long-term programming

**Number of people reached with public awareness and educational campaigns using harmonised messages to reduce, mitigate and respond to identified risks:** **4,401,631** (Americas: 30,002; AP: 3,893,369; Europe: 478,260)

**Number of people reached through RCRC programmes for DRR and community resilience (excluding public awareness and education campaigns):** **3,523,799** (AP: 3,514,181; Europe: 9,618)

With input from over 40 National RCRC Societies and IFRC field offices, at the COP24 the IFRC launched a new commitment to scaling up its work to address climate change through the IFRC Framework for Climate Action towards 2020. Under this Framework, IFRC will work with National Societies to better prepare and reduce the impacts of climate change on vulnerable people across the world.

In 2017, we supported over 60 countries to connect climate science with policy and practice to better manage rising risks stemming from climate change. This included:

- Finalizing a three-year project that supported 5 National Societies to work with their governments in their National Adaptation Planning process, ensuring that the needs of the most vulnerable to climate change were considered as part of the national policy development.

- Training and engaging Red Cross Red Crescent volunteers and youth to support community preparedness. For example, as temperatures hit 43 Celsius in Delhi, a unique five-day training experience showed young Red Cross volunteers and staff how to stage flash mobs for heatwave awareness. In the Philippines, the participatory design of Y-Adapt – a game-based curriculum for young people – was launched to support youth leadership in climate change adaptation.

- Supporting National Societies in 4 countries (Peru, Togo, Bangladesh and Mongolia) to act early and support communities ahead of the impact of weather-related disasters, by activating innovative forecast-based financing (FbF) systems

FbF is a mechanism that enables access to funds for early action and preparedness for response based on in-depth forecast and risk analysis. Forecast-based Financing has three components:

- **Triggers** - Based on detailed risk analysis of relevant natural hazards, impact assessments of past events and vulnerability data, "danger levels" for a region are identified. Then, a forecast trigger is selected that will give notice before the "danger level" is reached.
• **Selection of actions** - The pre-determined package of support that will be provided at the time of a triggering forecast aiming to reduce the humanitarian impact of the event.

• **Financing mechanism** - An ex-ante financing instrument that automatically allocates funding once a forecast is triggered, which enables the effective implementation of early actions.

These three components are summarized in an Early Action Protocol (EAP), that delineates roles and responsibilities for quick action when a trigger is reached. The EAPs are agreed by a technical committee that includes designated National Society focal points, scientists and local authorities, especially but not limited to hydrometeorology offices and disaster management agencies, to include clear commitment of implementation among the involved parties. The EAPs are drawn for extreme events and not for annually recurring events such as seasonal flooding. They can be linked to existing contingency planning and disaster risk reduction strategies.

A key element of Forecast-based financing is that the allocation of resources is agreed in advance, together with the specific forecast that will trigger the release of those resources. The roles and responsibilities of all involved in implementing the actions, are defined in early action protocols. The goal of FbF is to reduce losses and suffering by enhancing disaster preparedness and accelerating delivery of disaster response services and, whenever possible, prevent or mitigate the losses and suffering from happening in the first place or even take advantage of opportunities offered by unusual conditions.

Recent examples:

- The Togolese Red Cross distributed emergency shelter items with the forecast-based financing method as heavy monsoon rain threatened more villages on the Mono river downstream from the Nangbeto dam. The distribution was triggered alerts from dam operators using a prediction system which the Togolese and German Red Cross have been helping to refine. This innovative collaboration between dam operators, disaster managers and experts on scientific learning can help developing countries better understand and reduce their vulnerability to natural hazards and climate change.

- The district of Bogra in Bangladesh was affected by severe flood events twice in 2017, with a first flood peak in July and the second in August that affected millions of households not only in Bangladesh, but also in India and Nepal. Cash grants were distributed by German Red Cross and the Bangladesh Red Crescent to 1040 households in the four communities prior to the July flood, so that they could act to reduce the impact on their families. The population mainly lives of their own land and animal husbandry or hires themselves as day laborers in the fields of others. Families are very poor and have no savings; many of them are highly indebted. When flooding occurs, it is a priority for many families to bring themselves, their belongings and livestock to safety. With a cash grant of about one monthly salary (5000 Taka), they can afford to evacuate themselves, their livestock and their belongings and to purchase food and fodder. Findings of the impact evaluation shows
that the rate of families who lost livestock is 40% lower in FbF communities compared to affected communities that did not receive FbF. Similarly, the rate of families who had to take up a high-interest loan 50% lower in FbF communities.

**Forecast-based Action by the Disaster Relief Emergency Fund**

In December 2017, the IFRC established the **Forecast-based Action by the DREF** as a dedicated and sustainable financial mechanism, providing a vehicle for donors to support the FbF concept by extending the scope of the DREF. Connecting the new mechanism to the DREF strengthens linkages, data sharing and decision-making between the different phases of intervention of the disaster management cycle. The DREF is a well-established and known response tool and has a proven track record of managing multi-donor funds. Since the FbA by the DREF is set up as a fenced component, it allows flexibility for donors to allocate contributions according to their mandate. The mechanism serves National Societies and focuses on the funding of EAP implementation and maintenance. The mechanism concentrates on EAPs triggered by transparently compiled hydro-meteorological and risk data. The acceptance of EAPs by the fund solely depends on their quality based on transparent eligibility criteria. The fund will use a purely trigger-based decision-making process. Once an EAP has been accepted, the funding of early action is guaranteed as soon as the trigger is hit as well as the maintenance of the EAP itself during its lifecycle. To overcome the key barrier to efficiency, the fund’s disbursement for trigger-based action will not be contingent upon multi-layered and protracted decision-making processes or political considerations. The mechanism will have flexible cash reserves to facilitate quick cash transfer, guaranteeing the timely availability of funding for the direct benefit of recipients.


Floods affect more people globally than any other type of natural hazard and they cause some of the largest economic, social and humanitarian losses. In 2013, Zurich Insurance, the International Federation of Red Cross and Red Crescent Societies (IFRC), Practical Action, Wharton Risk Management, and the International Institute for Applied Systems Analysis (IIASA) formed the Flood Resilience Alliance (FRA), a five-year partnership that set out to develop a model that would deliver effective community flood resilience programmes at scale and contribute to shaping the flood resilience agenda of policy-makers and donors.

The country level objectives were to:

- Improve the understanding of flood risk.
- Enhance community flood resilience.
- Influence the approach to disaster risk reduction of policy makers and donors.
During the last five years, FRA country programmes in Mexico and Indonesia combined local community knowledge with humanitarian and private sector expertise to enhance flood resilience in flood-prone communities. The programmes focused on facilitating connections between people, communities, and the systems that support them. Country teams worked in partnership with a range of actors, and local champions, to create opportunities for positive change. Strong partnerships between National Societies, IFRC, and Zurich ensured successful collaboration and the positive outcomes for communities that are described here.

In Nepal, the three-year programme prioritized actions that empowered target communities to plan and implement flood risk reduction measures.

<table>
<thead>
<tr>
<th></th>
<th>Mexico</th>
<th>Indonesia</th>
<th>Nepal</th>
<th>Total</th>
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<tbody>
<tr>
<td>Communities served by the Flood Resilience Alliance</td>
<td>21</td>
<td>21</td>
<td>25</td>
<td>67</td>
</tr>
<tr>
<td>Beneficiaries (direct)</td>
<td>10,044</td>
<td>128,528</td>
<td>42,700</td>
<td>181,228</td>
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</tbody>
</table>

**Indonesia**

The FRA Indonesia programme covered 21 communities in three river basins – Bengawan Solo, Ciliwung, and Citarum. The aim was to assist communities to cope with floods by adopting the holistic and integrated Flood Resilience Framework. The Framework assesses a resilience system that draws on five forms of ‘capital’ (human, social, financial, natural, and physical). In each community, tailored flood resilience activities were implemented alongside other initiatives to strengthen the community’s capacities and reduce its vulnerability to floods.

**Mexico**

FRA Mexico in the state of Tabasco brought the Mexican Red Cross (MRC) together with IFRC and Zurich Mexico to implement a community-based flood resilience programme in 21 communities on the Usumacinta River, where repeated seasonal floods affect the lives and livelihoods of thousands of families. Recognizing that flood resilience is a process, a way of thinking and acting, not a condition, the team combined local community knowledge with humanitarian and private sector expertise and worked with local champions and a range of actors to create conditions for positive change.
Nepal
The Nepal programme helped local communities manage floods and landslides. The establishment of early warning systems (EWS), community response teams, and updated disaster risk management (DRM) plans based on simulation drills, helped communities to plan and implement risk reduction measures.

Over the course of the next five years, the Flood Resilience Alliance will leverage key experiences and lessons learnt from phase one to continue to influence community flood resilience approaches. Ultimately, we believe that communities and businesses can flourish despite climate change and the increasing frequency and severity of floods. To achieve this outcome, it will be necessary to reduce loss of life and material losses, reduce disruptions that have large or long-term effects (such as the interruption of schooling), and enhance livelihood opportunities, for example by changing farming methods and empowering communities to find alternative incomes during flood seasons. Efforts will also need to be made to increase protection. Actions here should include better evacuation, better natural flood defences, and use of smarter insurance solutions.

AOF 2: Shelter

<table>
<thead>
<tr>
<th>Indicators:</th>
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<tr>
<td>People reached: <strong>921,272</strong> people were reached with emergency shelter, recovery shelter, and shelter-related non-food items through Emergency Appeals and DREF operations</td>
</tr>
<tr>
<td><strong>Number of targeted people with safe and adequate shelter and settlements</strong>: <strong>785,599</strong> (Africa: 505,553; Americas: 181,750; AP: 55,375; Europe: 42,921)</td>
</tr>
</tbody>
</table>

The Global Shelter Cluster (GSC), co-led by IFRC, has completed an independent evaluation of its Strategy 2013-2017, which highlights the valuable progress made during the past five years in advancing more coordinated and coherent humanitarian shelter action. The evaluation also highlighted the lack of organisational mainstreaming of the cluster role within IFRC. Lack of predictable funding for the IFRC’s Shelter Cluster lead agency role continues to pose a serious reputational risk for IFRC to fulfil its commitment in the international coordination mechanisms and in its relationships and profile with international partners and donors.

There were five deployments of Shelter Coordination Teams (SCTs), in response to Tropical Cyclone Enawo in Madagascar, floods in Peru, floods in Sri Lanka, and twice in Bangladesh in response to Cyclone Mora and to floods. In addition, support was provided across the Pacific for preparedness activities as well as in response to the Ambae volcano eruption in Vanuatu. A scoping mission in response to the Pidie Jaya earthquake in Indonesia resulted in an agreement with CARE Indonesia for coordination support to the hub. Additional support was provided to the ASCEND process of development of shelter competency standards for ASEAN through the Indonesia Shelter Sub-cluster. Shelter cluster preparedness workshops were held in Bangladesh and Nepal.
Shelter Cluster also provided coordination support to floods, without a need to deploy a SCT, showing investment in local capacity building has been effective. An evaluation of the coordination to the Nepal earthquake response was also completed in 2017. Remote support was provided for the development of shelter cluster operational plans for contingency planning purposes in response to earthquake scenarios in Tajikistan, Kyrgyzstan and the Philippines. The loss of capacity in the Americas due to resource constraints has prevented IFRC from taking a more proactive approach to show leadership in response to the 2017 hurricane season, which had significant impact on several Caribbean islands.

The Urban Collaboration Platform:
‘Since early 2017, the Federation Secretariat Shelter Unit and American Red Cross have been co-leading the Urban Collaboration Platform (UCP), with strong support from several National Societies, International Committee of Red Cross, Global Disaster Preparedness Center and the RCRC Climate Center. UCP aims to help the RCRC National Societies be better informed, better connected and better engaged in understanding and working in urban context. This workstreams of the UCP ranges from response and recovery after a natural disaster, to service delivery in protracted crisis, to community level resilience building. Recently urban climate adaptation programs have also expanded, particularly focusing on heat waves and floods. The UCP issues monthly Newsfeeds to its members, organised thematic webinars, and collaborates closely with the IFRC Policy unit both in Geneva and New York to advocacy and disseminate effective urban programmes.

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<tr>
<th>AOF 3: Livelihoods and basic needs</th>
<th><strong>Indicators:</strong> People reached: 921,272 people were reached with emergency shelter, recovery shelter, and shelter-related non-food items through Emergency Appeals and DREF operations. Number of people reached with food assistance or cash for basic needs: 688,502 (AP: 78,082; Europe: 89,562; MENA: 520,858)</th>
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With three countries in Africa on the brink of famine and other facing high levels of food insecurity due to drought and conflicts, addressing the Africa Food crisis was a main focus throughout 2017. Operations in Ethiopia, Somalia, Kenya, South Sudan and Nigeria contributed to address immediate food insecurity through cash, nutrition and in some extend livelihoods interventions. The coming year will need to put emphasis on strengthening the resilience to food insecurity through longer term interventions that will support communities in managing disaster risks and the impact of extreme climate events and adapting to climate-change. Following the workshop on Resilience and Food Security in Sahel, led by Country Cluster Support Team in Dakar, Sahel countries, National Societies and Movement partners prepared Response plans and implemented 5 DREFs in Senegal, Chad, la Mauritania, Burkina Faso and Niger which addressed immediate food needs of 53,575 beneficiaries through CTP in the lean season.
In **Asia Pacific** region, monsoon interventions included food assistance in kind through cash-transfers. In recovery, providing cash grant is a popular activity to re-start economic activities or support income generating activities. In Nepal, the response included also agricultural training and a livestock component: distribution of livestock and training in livestock management. Bangladesh Flood response provided training for staff and volunteers on livelihoods programming, income generating activities, market feasibility and cash transfer programming.

In **MENA, Syria** livelihoods programmes grew significantly in 2017 as SARC and Movement partners initiated an agriculture support programme which provides households with seeds, fertilisers, agricultural tools, and related inputs and assets, reaching 30,5000 livelihoods beneficiaries at the end of 2017. With the support of a IFRC Livelihoods Delegate in Syria and Regional coordinator, capacity development in livelihoods has been ensured through formal training and on-the-job technical assistance. In **Jordan**, IFRC kicked-off the implementation of Livelihoods components of the regional MADAD project funded by EU trust fund through the Danish RC.

In the **Americas**, the hurricane season affected the livelihoods of many households and support for food assistance or livelihoods replacement was mainly addressed through CTP in the Emergency Appeals. A stronger focus on livelihoods recovery should be addressed in the later stage in 2018.

In **Europe**, a Face to Face training in Livelihoods Programming Course & Cash Transfer Programs awareness carried out in Almaty, Kazakhstan. Following the training, the Livelihoods programming guidelines have now been translated in Cyrillic.

**Cash programming**

While restoration of livelihoods is an area of focus and a priority for communities affected by disasters, significant gaps remain in terms of technical capacities in the field and the operations need to be further improved. Current approaches remain focused on delivery rather than addressing a specific livelihoods outcome. To increase households and communities’ self-reliance and make them more able to withstand future shocks, while adapting their ecosystem to extreme weather events, to promote sustainability, livelihoods programming needs to be based on through analysis. IFRC Livelihoods framework requires to conduct in-depth livelihoods assessments that comprehensively review the 5 capitals (human, natural, social, financial and physical) as well as the vulnerability and the institutional contexts.

Too often, cash transfer is the modality put forward for livelihoods programming with interventions that focus on short-term provisioning for lost financial and physical assets, overlooking other possible forms of “soft” interventions promoting change.
Beyond immediate relief, stronger emphasis needs to be put on planning more holistic operations that will adopt a resilience approach from the recovery. IFRC, with the support of the Livelihoods Reference Centre, needs to promote more integrated responses that consider the drivers of food and economic insecurity, and the market systems (in particular the labour markets). To achieve this, the organisation will be required to go through a significant mindset shift, moving away from handouts and focusing more on change and capacity development. Where responses are beyond the scope of our technical capacities, strategic partnerships need to be formed to facilitate the access of targeted communities to the services that meet their needs.

In 2017, the Livelihoods Resource Centre trained 657 staff and volunteers across the movement, including 19 staff from IFRC. More specifically, IFRC commissioned the Livelihoods Resource Centre to deliver five online training courses on Cash Transfer Programming (in Spanish, French and English) involving 83 participants (out of the 205 people trained in CTP).

**Case: Responding to unprecedented food insecurity in Africa** (from the Africa Annual report 2017 – including infographics)
From the beginning of 2017, the African continent faced an unprecedented rise in food insecurity. Millions of people remain in urgent need of humanitarian assistance, particularly where consecutively poor rainfall, rising food prices and insecurity worsen the situation. At no other time in recent history did severe hunger and starvation loom so large. Many countries have faced emergency levels of food insecurity and this has had a devastating impact on millions whose livelihoods depend on their crops and livestock.

The IFRC launched a regional appeal in April 2017 to support and scale up actions in countries most affected by the food crisis. It aimed at not only urgent relief efforts but also promoting community-driven sustainable solutions to increase the resilience of crisis-affected people to cope with cyclical food insecurity. More than 100 people deployed to support operations across the continent, with particular attention on the most severe cases, including Ethiopia, Kenya, Nigeria, Somalia and South Sudan.

**Indicators:**
People reached: **31,887,498** people were reached by IFRC supported health programmes and services (including through Emergency Appeals, DREFs and long-term programming)
**Number of people reached by NS health and water, sanitation and hygiene programmes and services: 23,171,307** (Africa: 12,500; Americas: 56,605; AP: 22,273,696; Europe: 664,031; MENA: 164,475)
Number of people reached through NS emergency health management programmes: 2,411,935 (Americas: 366,519; AP: 856,749, MENA: 1,188,667)
Number of people reached by NS with services to reduce relevant health risk factors: 9,019,601 (Americas: 56,605; AP: 8,303,866; Europe: 486; MENA: 658,644)
Number of people trained by NS in first aid: 1,515,955 (AP: 1,514,628; Europe: 328; MENA: 999)
Number of people provided with clinical health care during emergencies: 738,606 (AP: 713,530; MENA: 25,076)
Number of people reached with immunization activities: 373,877 (AP: 313,877; MENA: 60,000)

Community Epidemic and Pandemic Preparedness
The IFRC, National Societies, and the ICRC, delegates adopted a Movement resolution on epidemic preparedness. The purpose of the resolution entitled, "Working Towards an International Red Cross and Red Crescent Movement Approach to Epidemics and Pandemics", is to support Movement components in planning and implementing a structured, comprehensive, predictable and coordinated approach to epidemic prevention, detection, response and recovery in close cooperation with States and other partners.

IFRC and USAID signed an agreement to support strengthened epidemic and pandemic preparedness in Indonesia, Cameroon and Uganda. They also signed a second agreement which will bring the community epidemic and pandemic preparedness (CP3) programme to 5 additional countries: Kenya, Mali, Sierra Leone, Guinea and the Democratic Republic of Congo.

The Community Epidemic and Pandemic Preparedness Program (CP3) strengthens pandemic preparedness efforts through engaging civil-society and key stakeholders, including the private sector, and by leveraging National Societies as part of a whole-of-society approach to expand coordination and response networks. It also develops and adapts pandemic preparedness community-level training modules and tools that can help communities better prevent, detect, respond and respond to infectious disease threats, with an emphasis on community health workers and other appropriate local leaders.

Trainings were held on community-based surveillance, for National Societies in Nairobi (supported by Danish Red Cross) and in Zimbabwe (supported by Norwegian Red Cross).

Prompted by discussions with National Societies on the management, sharing and use of personnel medical data collected by volunteers, a review of current practice and potential solutions was completed at the end of Dec 2017. CBS guidelines have now been translated and disseminated in French, Spanish and English with support from the Zika project in the Americas; and a workplan is currently being elaborated to support implementation of recommendations.
Malaria Prevention: In 2017, the Alliance for Malaria Prevention (AMP), which is chaired by the IFRC, continued to provide high-level technical assistance to countries planning LLIN distribution campaigns, supporting countries to achieve their LLINs universal coverage targets. AMP supported the successful delivery of over 68 million nets to their targeted recipients in Sub-Saharan Africa and beyond. In 2017 alone, AMP was able to support a total of 21 countries through 52 in-country missions and distance support. Through these actions, AMP has contributed to saving an estimated 1,736,856 lives over a three-year LLIN lifespan.

In 2017, the IFRC's collaboration with the Global Fund in Central African Republic (CAR) supported the CAR RC to distribute over 800,000 LLINs protecting more than 1.4 million people from malaria. The IFRC collaborated with the Ministry of Health and in-county partners to distribute more than 1.2 million artemisinin-based combination therapies (ACTs) to treat malaria. These ACTs reached over 630 health facilities in the country covering more than 70% of all health facilities country-wide. Throughout 2017, 32,787 people living with HIV and more than 9,000 TB patients received treatment. These activities saved tens of thousands of lives over the course of the year. The IFRC's collaboration with the Global Fund in CAR came to a close at the end of 2017. The IFRC will work during the first half of 2018 to hand over the HIV/TB and malaria grant to new principle recipients.

HIV: IFRC is working to support the UNAIDS Community Health Worker (CHW) initiative, exploring the volunteer's role in filling the gaps and inefficiencies in health systems by increasing access to HIV testing, treatment and prevention, ensuring that these services are brought closer to communities and the links between relevant health and social protection systems are improved. The protocol for a feasibility study in two countries was prepared to identify best practice for the integration of Red Cross Red Crescent community volunteers as valued contributors to community health structures. Implementation will begin in 2018.

IFRC conducted training of National Societies in Europe on HIV in emergencies together with the International Centre for Migration and Health Development.

Emergency health surge training: The Community and Emergency team (CEH) continued to develop the Humanitarian Health Competency Matrix (HHCM) and competency-based trainings to ensure the continued development of knowledge and expertise across the Membership. The trainings have resulted in the creation of a highly qualified group, bringing advanced clinical knowledge, skills and behaviours in the areas of health, nutrition, public health, epidemiology, psychological support, water and sanitation, and administration. These delegates are trained at the highest level of technical competency to be able to design health programming that identifies potential areas of health concern among affected populations, in order to prevent further fatalities. As part of the FACT team, ADPIC-C trained delegates are on standby and can be deployed anywhere in the world within
12-24 hours, for a period of two to four weeks. This is an essential resource to ensure quickly available, highly trained staff during emergencies.

**Online course: #Ambulance!**

This course is a collaborative effort between IFRC, ICRC, Norwegian Red Cross and Geneva Learning Foundation, within the framework of the Health Care in Danger project. The course reached over 3,000 pre-hospital emergency care responders from more than 70 countries and produced 270 peer-reviewed case studies over the course of three months. This initiative demonstrated that a digital learning initiative could change the mindset and help reach practitioners in complex settings. The bottom-up effort bypassed all conventional, formal learning channels with only distance collaboration. Crucially, participants were mostly community-based, frontline responders.

**Technical and operational support to emergency operations:** 2017 saw several disasters requiring technical and direct operational support from the Emergency Health team in the Africa food security crisis, Ebola in DRC, cholera in Somalia, population movement in Bangladesh, the Madagascar Plague outbreak and Marburg in Uganda. In 2017, there have been five deployments of full Emergency Hospital and Emergency Clinic ERUs, in three countries and 15 deployments of FACT Health, in eight countries. In its work in emergencies, the Emergency Health team ensures participation in global coordination mechanisms and working groups. In 2017, the EH team continued active engagement in WHO Emergency Medical Team (EMT) processes, the Global Health Cluster, GOARN networks and working groups, GTFCC, EMT coordination and working groups, NCD in emergencies working group, ICG on vaccine provision, Health Care in Danger (HCID) and the Sphere revision.

**CBHFA**

**Revision of eCBHFA modules:** Over the course of 2017, the Health and Care Department worked extensively on the revision of the CBHFA materials using an exhaustive participatory approach, ensuring an inclusive process, informed by the National Societies and their experience. Between August 2016 to February 2017, all nine CBHFA modules were reviewed by no fewer than 100 National Societies through this crowd-sourced review process. The results of this review were subsequently used throughout 2017 to inform the revisions of the content, including the core module materials of Community Mobilisation, Assessment, Red Cross Red Crescent in Action, First Aid, as well as the development of a new module entitled Behaviour Change. The new module on behaviour change addresses the principles and stages of behaviour change, the social ecological model, and finally, how volunteers can influence individuals, families, and communities towards healthy behaviour change. The focus is on identifying where community members are in their behaviour change process, and how individuals can take action to engage in healthier habits. Additionally, the ‘doer/non-doer’ analysis was introduced, which is a new assessment tool now part of the CBHFA Assessment module that
focuses on behaviour change and those community members who are already living healthy lives. This tool will be adopted as part of the revised Vulnerability and Capacity Assessment (VCA) tool as well as the new ECV package.

Healthy aging: Capacity Building of National Societies in Europe, Americas, MENA and Asia Pacific was conducted through training of trainers as follows:

- Sutomore, Montenegro – For participants from National Societies in the Balkans region, with attendance also from the Iraq Red Crescent, Mongolia Red Cross and Argentina Red Cross.
- Gujarat, India – for participants from the National Societies of India, Sri Lanka and the Maldives, as well as the IFRC South Asia Country Cluster Office.
- Belarus – For Russian Speaking National Societies in Russian.
- Cambodia – for the Cambodian and Thai Red Cross.
- Argentina – for Argentina and Brazil Red Cross in Spanish

Technical support provided in terms of community level deep dive projects based on the manuals and toolkits was conducted in Montenegro, India, Belarus, and Cambodia to initiate/scale-up the implementation of healthy and active ageing tools by these National Societies.

First aid: Massive Open Online Courses on First Aid for Babies and Children and First Aid for Adults were launched and reached more than 42,000 people over the course of 2017.

Mental Health and Psychosocial Support (MHPSS)

- Mental Health Guiding Principles and Approaches were finalized, to support National Societies to scale-up their role in achieving quality mental health care, treatment and support for persons living with mental health disorders and their family members.
- The Mental Health Gap Action Programme (mhGAP) toolkit was finalised jointly by the WHO and IFRC.

Immunisation: People reached- 205,000 in South Sudan; 10,000 per month in Afghanistan; 21,000 Indonesia; 410,000 Nigeria in Borno

IFRC supported immunisation activities in Somalia, Nigeria, Afghanistan, Indonesia and Central African Republic, supporting country offices and National Society activities. Emergency response resources were mobilized to support outbreak response for measles, cholera, and polio in several settings.

The IFRC is working with National Societies to support routine immunization in CAR and Afghanistan. In CAR, this includes the development of a nationwide mobile data reporting of Expanded Programme on Immunization (EPI) administrative coverage
and vaccine management data. In Afghanistan, support was provided to immunisation activities using mobile health teams in insecure areas of Nangahar, Kunduz, Kandahar, Kunar and Patika.

The IFRC and partner National Societies supported polio immunisation and/or surveillance activities in Afghanistan, Nigeria and CAR. Support was provided for outbreak response in Somalia and South Sudan.

The IFRC provided technical support to WHO, UNICEF and the Measles and Rubella Initiative (MRI) on ad-hoc basis throughout 2017.

Support was provided to multiple outbreak response operations including Ebola, cholera in multiple contexts, yellow fever in Brazil, the food crisis in Africa, population movement in Sudan, and floods in Sri Lanka. Medical ERUs were deployed to support the response to the Somalia cholera outbreak.

<table>
<thead>
<tr>
<th>AOF 5: Water, sanitation and hygiene</th>
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<tbody>
<tr>
<td><strong>Indicators:</strong></td>
</tr>
<tr>
<td>People reached: 5,570,521 people were reached by IFRC-supported water, sanitation and hygiene programmes and services (including through Emergency Appeals, DREFs and long-term programming)</td>
</tr>
<tr>
<td>Number of households provided with safe water services that meet agreed standards according to specific operational and programmatic context: 5 million (2.5 million males, 2.5 million females)</td>
</tr>
<tr>
<td>147,878 (Africa: 3,700; AP: 17,503; MENA: 126,675)</td>
</tr>
</tbody>
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| Communities provided with access to safe water | 100% target reached |
| Communities provided with awareness and knowledge of safe treatment and use of wastewater | 100% target reached |
| Communities provided with access to safe excreta disposal | 100% target reached |
| Communities improve knowledge on WASH services management | 100% target reached |
| Communities where promotion of positive behavioural change improves personal and community hygiene | 100% target reached |

**WASH in development contexts**

IFRC continued its contribution to the SDG6 through the Global Water and Sanitation Initiative (GWSI 2005-2025). A new system of data collection was launched and continues to be rolled out, but by all indicators from country level programming the team is on track to reach multi-year targets to reach over 30 million beneficiaries by 2025. At least 2.5 million beneficiaries (100%)
were reached in developmental WASH programming. A number of 'end line' and 'look back' studies were undertaken in 2017 to measure not just delivery, but also impact and sustainability over time. New multilateral projects started in 2017, notably in Ghana, Ivory Coast, Myanmar, Cambodia, Uganda and Ethiopia, which included a new Urban WASH Pilot Project. Multilateral projects were also concluded in Somalia, DR Congo, Ivory Coast, Myanmar, Cambodia and Zimbabwe.

**WASH in emergencies**
In 2017, the IFRC supported two large scale disaster response operations with a substantial WASH component, along with dozens of small and medium scale operations.

In early 2017, every day, thousands of South Sudanese refugees fled into northern Uganda. The Ugandan Red Cross stepped up its support to WASH activities, and after a mission from a Geneva WASH team member and the country cluster WASH Coordinator, a WASH ERU Module 40 (M40), which delivers water production for 40,000 people, and a Mass Sanitation Module 20 (MSM20), which provides sanitation for 20,000 people, were deployed.

The Bangladesh Population Movement Operation, which saw hundreds of thousands of people cross the border from Myanmar, well exemplifies the need for flexibility and new approaches in our response architecture. For water supply, no substantial source of water was available to the camp, meaning that traditional water supply ERU equipment would not be useful. However, the ERU mechanism remains a fast and effective way to get WASH specialists into the field. A new approach of deploying ERUs with limited equipment was tested. The focus for the team has been the development of groundwater resources and household water treatment, neither of which is the standard approach for an M40 ERU nor what the technicians are trained for. Despite a sector wide belief that the population would not accept chlorine, the household water treatment activities have been hugely successful, with the BDRCS – IFRC approach adopted by the sector. Progress on groundwater is much slower, due partly to the challenge of finding skilled technicians for the M40 but primarily due to internal constraints around procurement. We will endeavour to increase the number of trained and identified personnel for these new activities, but lessons in 2017 showed that the organisation must take steps to improve efficiency in service delivery in emergencies. On the issue of sanitation, it was clear early on that traditional models for excreta disposal would not be appropriate due to extreme congestion and the size of the population. A full faecal sludge management system would have to be implemented for the first time in IFRC’s history. A team was deployed in late 2017 in order to carry out the work, which has made somewhat slow (due to the same problems faced by the M40) but meaningful progress.

These two operations encapsulate the challenge before the IFRC moving into 2017 and beyond. Adapting to new problems, while being capable to respond to classic challenges that are much larger in scale than ever before.
The provision of WASH hardware (e.g. latrines, water tanks, black and grey water management solutions) and software solutions (hygiene promotion) was made to 22,000 Syrian refugees and vulnerable Lebanese communities by the Lebanese Red Cross WASH programmes, funded by the Government of Japan.

### AOF 6: Protection, Gender and Inclusion

#### Indicators:

People reached: 
- 2,167 people were reached by IFRC social inclusion programmes,
- 33,690 people were reached by culture of non-violence programmes

**Humanitarian education**

Continuous technical support was provided to National Societies, IFRC field structures and the global network of trained peer educators for the roll-out of the **(Youth as) Agents of Behavioural Change initiative, YABC**. A total of 400+ NS staff and volunteers were trained as **Youth as Agents of Behavioural Change (YABC)** peer educators, in courses held by staff and volunteers from 25 National Societies (Afghanistan, Antigua and Barbuda, Armenia, Bangladesh, Cambodia, China, Cyprus, France, Germany, Guatemala, India, Indonesia, Ireland, Japan, Malaysia, Maldives, Myanmar, Netherlands, New Zealand, Nicaragua, Pakistan, Philippines, Portugal, Suriname, Ukraine).

The new **Sexual and Gender-based Violence (SGBV) in Emergencies** training manual was field tested in seven countries, including at two regional forums on SGBV in Africa and Americas. A two-year research project was completed into ‘**Effective law and policy for addressing gender inequality and sexual and gender-based violence in disasters**’ including three country case studies (Ecuador, Nepal, Zimbabwe) and a global synthesis report. IFRC joined the “**Gender-based Violence Area of Responsibility**” under the Global Protection Cluster as a core.

**Child protection** has been included in 10% (5) of DREFs and 43% (4) Emergency Appeals in 2017. Child protection also now has specific outputs and indicators in the IFRC EPoA template and is part of the competencies and indicators being designed for Surge Optimization project.

Within Migration programming, an IFRC Position Paper on Protection and Assistance for Children on the Move was finalized to influence the UN-led Global Compact on Migration. With International Social Services (ISS) the IFRC is co-leading the development of a Massive Open Online Course (MOOC) on appropriate care for children on the move; approximately 14 UN, NGO, and academic agencies are supporting the project and course design will be led by Harvard University and CELCIS University.
A resolution entitled “Education: related humanitarian needs” aimed at strengthening the role of the Movement in this field and inviting the IFRC and National Societies to outline and develop a strategic framework on education, was adopted at the Council of Delegates in 2017.

**Indicators:**
People reached: In 2017, IFRC helped some 9.2m people, including internally displaced people, migrants, refugees and host communities, in emergency and long-term programmes covering humanitarianism, protection, advocacy, awareness raising. This figure includes: 2.4m people reached by the Rights of Migrants in Action Project; 6m people targeted by Emergency Appeals and DREFs; 800,000+ people targeted through the Migration Fund.

To meet the humanitarian needs of vulnerable migrants and translate our policies and resolutions into action, the IFRC has developed in 2017 a *Global Strategy on Migration*, which articulates National Societies’ and the IFRC Secretariat’s core strengths and common purpose on migration, setting out aims and objectives to be achieved over a 5-year timeframe from 2018 to 2022. The title – *Reducing Vulnerability, Enhancing Resilience* – reflects that this is not just about meeting humanitarian needs and mitigating risk, but also supporting the resilience of migrants by integrating assistance, protection and advocacy. The strategy and its Road Map were adopted by the General Assembly in Antalya in November 2017.

In addition to reaching this important milestone, considerable progress has been made to strategically position the IFRC as a credible actor in migration. This has translated into:

The mobilization of a Migration Task Force to enhance global coordination within the Movement regarding all matters related to migration. A meeting took place in Rome in May and was attended by some 40 participants from all regions which produced rewarding outcomes;

The implementation of pilot projects in countries of origin and transit along the migratory route towards Europe – i.e. in The Gambia, Sudan, Niger, Tunisia and Egypt. This has been made possible through the creation of the “Migration Fund” a tool which evolved into a “portfolio” of migration-related projects containing some 15 examples of projects by NS around the around to catalyse resources and support.

The implementation and finalisation of the *Rights of Migrants in Action Project*, co-funded by DG DEVCO and IFRC, which during a period of 45 months targeted domestic workers and victims of human trafficking, in collaboration with National Red Cross and Red Crescent Societies and over 43 Civil society organizations across 15 countries. A global final conference brought together all...
CSO and NSs part of the project in Brussels in September 2017. This was also an opportunity to bring the voice of civil society and RCRC into the current Global Compact negotiation, in areas related to human trafficking and labour migration.

- A Council of Delegates Resolution on Migration was developed and adopted in Antalya at the Statutory Meetings.
- Additionally, the Federation-wide Advocacy and Communication Framework was finalised and will be rolled-out in 2018.
- Development of new tools such as the Virtual Volunteer (www.virtualvolunteer.org) a web-based platform allowing migrants to access life-saving information which is now active in Greece, Sweden, Italy and the Philippines and since its launch in 2016 has reached over 35,000 users; the Smart Practices microsite sharing some 60 practices from NSs in assistance, protection, advocacy and social inclusion; the MOOC on Migration launched in August in collaboration with EDRAAK and Queen Rania Foundation in Arabic and soon to be released in English; the booklet developed in collaboration with Freshfields on Legal Frameworks for migrants and refugees; and finally the Manual for working with Unaccompanied Minors developed in collaboration with European NSs.

**Case: Rights of Migrants in Action**

The Rights of Migrants in Action Project was a complex, multi-year programme aimed at providing assistance, protection and advocacy for the rights of migrant domestic workers and victims – or potential victims – of trafficking. Under the management of the International Federation of the Red Cross and Red Crescent Societies (IFRC) and with the participation of 15 National Societies, the project was delivered in partnership with nearly 50 civil society organisations (CSOs).

The action was carried out in 15 countries in five regions: Africa (Benin, Ethiopia, Zimbabwe), the Americas (Ecuador, Guatemala, Honduras), Asia (Indonesia, Nepal, Thailand), Middle East and North Africa (Jordan, Lebanon, Morocco) and Russia and Central Asia (Kazakhstan, Russia, Tajikistan). As this list illustrates, the range of migration contexts and issues was extensive, touching countries of origin, transit and destination. Migrants supported by the project included indigenous people, children, adolescents, victims of violence, returnees, sex workers, and people living in poverty.

The 43 grants (or sub-grants) included a wide range of activities, such as direct assistance (emergency shelter, health, medical care and accompaniment, psychosocial care, etc.), vocational training and livelihoods support, and a range of protection interventions, including legal advice and assistance to survivors of violence, including gender-based violence (GBV). The project also had substantial advocacy and public awareness components, aiming to influence both public attitudes and the laws and policies that keep migrants safe.
Did the project deliver?

The project’s theory of change was that migrant domestic workers and victims of trafficking, being largely invisible and lacking protection, could be most successfully assisted through the intervention of CSOs working closely with the community. In delivering direct assistance, CSOs would gain access to and develop relationships with migrants, providing a solid evidence base for advocacy for their rights. Support from the IFRC and National Societies would help build and strengthen this work by giving CSOs the technical skills that they needed, by facilitating their access to influencers and decision-makers, and by fostering a coordinated approach to the protection of migrants’ rights.

Overall, the logic was sound and the project delivered results. Some of the results were not quite what was expected, and some aspects of the project surpassed expectations, while others fell short. Below is a summary of some of the key findings.

Component 1: Coordination

Connecting organisations and actors working with and on behalf of migrants is important in helping identify needs, fill gaps, avoid overlap and exchange good practice. It helps provide a consistent and coherent approach to issues, which is an asset in developing strong advocacy and better protecting rights. It facilitates contact between people seeking change and those with the power to make it.

On these levels the project proved useful and valuable, though its benefits did not always flow in the anticipated direction. At the national level, it was often Red Cross and Red Crescent National Societies that benefitted most, exposing them to new ideas and ways of working, and introducing them to new networks of actors working on migration. The benefits were not all one way, however, as National Societies were also sometimes able to facilitate access for CSOs to decision-makers or create opportunities for them to develop their work in new areas.

The project could bring most value to the work of CSOs at the regional and international levels, helping create new networks based on similar interests and activities, or simply leveraging the IFRC’s international standing to create new openings for CSO engagement. This was hugely beneficial where it took place, but could have been taken farther, perhaps with the aid of dedicated support from the policy team to the project.

Transmission of learning and best practice could have been increased by stimulating more active exchange through tools like the Facebook group and newsletters. Some planned initiatives, like the regional conferences, offered good value for those that participated and a final, written product captured learning. A stronger dissemination strategy would have ensured better sharing of this learning, however.

Some very interesting outputs of the project in terms of shared learning were entirely unplanned, such as the Children on the Move initiative, which brought together the work of CSOs with support from the Canadian Red Cross to extract lessons. These were developed into a report, but also fed into the development of a Massive Open Online Course (MOOC). Lessons from a wide variety
of ROMIA partners were also fed into a new IFRC project to share best practice, the *Smart Practices that Enhance the Resilience of Migrants* report and database.

**Component 2: Access to services**

Although not necessarily the most sustainable aspect of the project, access to services were unquestionably its core, and the anchor for everything else. The project’s efforts to quantify results were overwhelmed by the scale and diversity of outputs and activities, and its systems and procedures did not manage to create an archive of monitoring records that was sufficiently robust to obtain a sense of quality.

This is unfortunate, because the overall impression from a review of the available documentation and interviews with internal and external actors is that the project did deliver and delivered well. The project was relevant – the target groups identified were vulnerable and in need of assistance – and appropriate, in that they generally provided assistance that migrants deemed useful and adapted to their needs. To get an idea of quality, CSO reports were reviewed using a set of proxy indicators, including evidence of use of technical standards, evidence of age and gender-sensitivity, indications of a participatory approach, and whether referral networks and a holistic approach was taken to migrants needs. Most programmes seemed to deliver appropriate assistance in a timely way to the people who needed it. If the project were to be replicated in future, it would be important to ensure that better systems were in place from the outset for tracking delivery and measuring quality of services provided.

The final aspect of Component 2 was advocacy, which nearly every project used to good purpose to achieve change for the population they served. Results were sometimes tactical and localised – ensuring migrants could get stalls in the local market, for example – and were sometimes more ambitious, like efforts to have legislation passed to enact ILO Convention 189 on migrant domestic workers into national law. The project could probably have done more to give CSOs the tools to achieve policy change, but the emphasis on advocacy ensured it was part of CSO planning. This focus was not misplaced, as advocacy is vital to achieve durable and sustainable benefits for migrants.

**Component 3: CSO Capacity-building**

All the CSOs involved in the ROMIA project reported having learned a considerable amount. Most of this learning, however, came through the experience of implementing the project or through exchanges with other actors doing similar work. This is not to be minimised – these are important lessons – but the more formal learning that was intended in this component fell to the bottom of the priority list. This is unfortunate, as formal training, reinforced by practice, is the most effective way of learning, and building the capacity of CSOs also builds sustainability of their work.
Opportunities were given to partners to participate in online learning, including through access to the IFRC and JMDI Learning Platforms. Subjects included project management, monitoring and evaluation, migration, advocacy and communications, finance, human resources, and specialist subjects such as restoring family links, labour rights and human trafficking. Unanticipated synergies were identified, however, that allowed CSOs to benefit from areas of Red Cross and Red Crescent expertise – first aid, for example – and the impact of the project on National Society capacity was considerable.

**Systems, management and process**

The ROMIA project came to the IFRC largely preformed; its focus, strategy and design already in place. The IFRC was essentially invited to make it happen. It was a valuable opportunity for the Federation to collaborate with the European Commission, in particular with the International Development and Cooperation Directorate General (DG DEVCO) and advance its work on migration, but it also created real challenges in building buy-in and ownership at all levels. A structure that emphasised partnership with and empowerment of National Societies might have been more effective in maximising the benefits of the project overall. Implementation and delivery of the project posed enormous challenges to the IFRC both technically and culturally. The organisation not only had to adapt its thinking to take on the role of a donor but had to also establish a whole set of new legal, financial and technical tools to make this possible. An emphasis on strong technical project management was praised for having delivered good results, on time, and without any major problems. This is no mean feat and is given due value. In future projects, however, it would be worth looking at how specific migration and policy expertise could be included at a more senior level in the team.

**Conclusion**

The Rights of Migrants in Action was an entirely new way of working for the IFRC. The project was successful in meeting its core objective of providing assistance and protection to migrant domestic workers and victims of trafficking but was also more than the sum of its parts. The new relationships and ways of working not only had clear benefits for the IFRC, National Societies and CSOs, but was also welcomed by other external actors, like IOM, JMDI and MADE. The new opportunities that it has created offer the possibility of a much more integrated, coordinated and effective way of reaching the most vulnerable people on the move.
**Strategies for Implementation**

**SFI 1: Strengthen NS capacities and ensure sustained and relevant presence in communities**

**Indicators:**
- 8 National Societies (henceforth NS) completed Organizational Capacity Assessment and Certification (OCAC) Phase 1 in Q3 & Q4 in 2017 (Burundi, Costa Rica, Democratic Republic of Congo, Ghana, Libya, Saint Lucia, Swaziland, Uruguay).
- 106 have conducted an OCAC so far.
- NS in Africa adopted the Branch Organizational Capacity Assessment (BOCA) methodology in this period, with at least 2 branches in each that have conducted a BOCA assessment. 476 branches in Asia-Pacific (118 branches during the July-December 2017) and more than 218 branches in the Americas have to date used BOCA.
- Number of NSs providing data on all seven indicators in FDRS on annual basis: 147 (77%)

**OCAC**

In 2017, roll out of OCAC assessments continued, with 13 National Societies (Burundi, Ecuador, Senegal, Uruguay, Burkina Faso, Ghana, Suriname, Costa Rica, Libya, Swaziland, DRC, St Lucia, and Tanzania) having conducted phase I self-assessment. As of end of June, a total of 106 NSs have conducted such a self-assessment. It should be noted that some National Societies that have conducted an OCAC self-assessment in 2011 and 2012 are conducting such a capacity assessment for the second (Senegal, Burundi and Burkina Faso) – Costa Rica even having conducted an OCAC capacity assessment for the third time - allowing them to measure progress (or lack thereof) and refocusing their development efforts. Some NSs have expressed an interest to conduct an OCAC phase 2, but no NS has done so; Costa Rica should conduct an OCAC peer review early 2018. The total of NS having completed an OCAC phase 2 assessment remains at 2 (Macedonia and Georgia RC).

With the recent establishment of the Core Humanitarian Standards (CHS), a comparative analysis has been prepared to look at the complementarity and overlap of the OCAC and CHS. The proposed way forward - to keep them as two separate processes as they have different focus - is with the Director of PSK for decision.

A consolidated mapping of key organisational assessment tools available to NS (OCAC, BOCA, Safer Access, WPNS/DRCE, CHS), aiming at supporting NS (including PNS), IFRC and ICRC staff has been drafted. This short overview will help NS in deciding which process best fits their needs and aims to address the current confusion and competition around assessment tools.

Follow-up support has been provided to the NS of Poland, Uganda and Lesotho, to help them define their development priorities and discuss with Movement partners.
The BOCA is being adopted and used to support branch development by a growing number of NS. Both Asia/Pacific, with a total of 15 NS for a total of 476 branches (almost 150 in 2017) having conducted a BOCA assessment, and the Americas, with a total of 11 NS that have or are conducting a BOCA in at least 281 branches are the most active in that area. This initiative has seen a lot of interest in other Regions, namely Africa and Europe. The Africa Region started the roll-out of BOCA in two NS (Ghana and Tanzania), with the creation of a national pool of BOCA facilitators for the NS who will conduct BOCA exercises in all their branches. The aim is for these two NS to support the promotion and rollout to other Societies in the Region, their BOCA facilitators training and providing support to other NS interested to roll-out BOCA. The Europe Region is planning to do the same in 2018.

Youth:
The Compact for Young People in Humanitarian Action is built on the Youth Engagement For A Better World IFRC-sponsored Pledge (2015) at the 32nd International Conference (IC). It elevates youth engagement as a strategic vehicle to reshaping humanitarian aid and implementation of the Post SDGs and as a key to strengthening community resilience.

Global coordination
With the UNFPA, the IFRC co-leads the Compact’s Secretariat and hosted the 2nd Annual membership meeting of the WHS Compact with 41 participants representing 20 member organisations and 3 Permanent missions (Denmark, Germany, USA). IFRC also led the development of the procedures for the UN members states interested in joining the Compact. The Danish government officially joined the Compact in autumn 2017. With the UNFPA, the IFRC was selected to coordinate the progress report on the WHS Compact for young people in humanitarian action through the Platform for Action, Commitments and Transformation (PACT). Lastly, jointly with the UNFPA, the IFRC Secretariat co-organised the High-Level Policy Forum on the Role of Young People in the Global Compact on Refugees.

Technical achievements
To advance the knowledge of youth engagement, including youth from under-represented, marginalized, and socially-disadvantaged groups and in disruptive situations and conflict areas, the IFRC Secretariat published the IFRC VIVA 2017 study series. It highlights the additional value of youth engagement and features youth-led contributions to improving the social and economic situation of vulnerable groups in eight 8 countries. Building on the Comprehensive School Safety framework (CSS) and the Sendai Framework for Disaster Risk Reduction priorities for action, the IFRC developed a Youth School Safety Toolkit with interactive and youth-friendly activities targeting primarily children, adolescents, young adults in South East Asia to foster their safety and safe behaviours in schools. Lastly, the IFRC PASSA Youth was developed and pilot-tested in Costa Rica and Philippines.
Red Cross National Societies. The **PASSA Youth** is adapted to specifically engage adolescents in-line with the overall RCRC approaches to meaningful youth engagement. The 7th edition of the **IFRC Youth on the Move Award** was organised and during the IFRC General Assembly the winning youth-led projects in four categories were awarded for proposing innovative and humanitarian needs-based initiatives that bank on the potential of young people doing more, doing better, and reaching further.

**Volunteering:**
The IFRC Youth Engagement Strategy (Y.E.S., 2013) and IFRC Youth Policy (2011) provide a global, unifying framework for engaging youth as leaders, volunteers, and members of communities affected by humanitarian crisis. They guide the IFRC Secretariat in bringing-in the youth voice and fostering the value-add of meaningful youth engagement in the humanitarian landscape.

The revision of the IFRC Youth Policy was completed based on inputs from 122 National Societies which the General Assembly later endorsed as the new 'IFRC Youth Policy 2017'. This document remains an aspirational one formulated by young people to guide National Societies in "a transformative journey of advancing meaningful youth engagement". It stems from today’s realities and reinforces global frameworks such as IFRC’s Youth Engagement Strategy (Y.E.S.). It also defines relevant and powerful roles and responsibilities as well as provides sets of indicators for National Societies and the IFRC secretariat to measure success. The Secretariat also supported (through technical input) the IFRC constitutional amendment that allows young leaders from the National Societies to elect their peer representatives into the IFRC Youth Commission. This change will be practiced as of the General Assembly 2019.

In the effort to facilitate youth leadership development and galvanising the youth voice, including through enabling the participation of youth delegates in statutory meetings, the #myRCRC Youth Forum was organised for 170 youth delegates from 121 National Societies. The aim was to galvanise the youth voice on issues pertinent to the humanitarian mission of the RCRC; convene the Regional RCRC Youth Networks as key platforms for advancing the global agenda regionally and nationally; and foster meaningful engagement of the youth leaders as full members of the NS delegations throughout the Statutory meetings 2017. In fact, over 15 young leaders were featured on plenary panels and served as chairs, rapporteurs, or in other official functions.

Regionally, two RCRC Youth Forums were organised prior to the MENA and Pan-African Conferences. The youth contribution and voice are captured in the Abidjan Youth Declaration 2017, the Abidjan Plan of Action 2017, and the Amman Declaration 2017. It is noteworthy that the above achievements are the tangible examples of a high-level policy commitment on meaningful youth engagement through fostering inter-generational collaboration and power-sharing and changing of the institutional culture within a global non-youth-led humanitarian organisation and its wide membership.
Case National Society Investment Alliance (NSIA):
The National Society Investment Alliance (NSIA) is a joint initiative of IFRC and ICRC to establish and manage a pooled fund for flexible, multi-year financing and support to National Societies. The purpose is to invest in interested National Societies, particularly those operating in medium, high and very high risk humanitarian contexts, to strengthen their capacity to deliver relevant and effective humanitarian services in their countries.
A Memorandum of Agreement between IFRC and ICRC setting out the governance and management of NSIA was signed in October 2017. The operational arrangements are now being finalised and the NSIA will be launched to donors and National Societies in late 2018.
NSIA translates the Movement’s commitment to localisation under the Grand Bargain to “Work together, and with donors, to scale up our investment in the operational and functional capacity of National Societies as frontline responders to support their delivery of relevant services” into action.

SFI 2: Ensure effective international disaster management

**Indicators:**

21 Emergency Appeals were launched and two Movement response plans (in Nigeria and Yemen, with funding channelled through the ICRC) seeking a total of CHF 71.6 million, and targeting 3.2 million people.
In all 2017, there were 111 DREF allocations, an increase of 34% on 2016. The total of CHF 23,970,284 was 52% higher than 2016, raising the number of people reached to nearly 8.3m. Of the allocations, 19 were loans for operations and 92 were grants (59% more than the previous period). 41% of the allocations were requested in the Africa Region, 29% by Asia-Pacific.
76 NS have supported an IFRC Emergency Appeal and/or DREF with human resources, including 56 NS deployed Regional Disaster Response Team (RDRT) members.
408,196 individuals (approximately 81,640 households) were reached with cash transfer programming during 2017

The IFRC **Emergency Response Framework**, defining roles and responsibilities of the IFRC secretariat in emergency operations, was approved in June 2017 after 9 months of testing. It provides a colour-classification of crises and a Task Force model for internal decision-making. The framework will be complemented by detailed standard operating procedures.

**CEA developments**

Work by IFRC towards including CEA in disaster response operations has involved:
• CEA activities have been strengthened and scaled up in the migration response in Europe and in the Zika and Caribbean Irma/Maria Hurricane responses in the Americas, as well as in Nigeria complex emergency and plague outbreak operation in Madagascar, among other emergency responses in Africa.

• In Africa alone, IFRC has reached over 2 million people with community engagement activities.

• In Europe, Austrian Red Cross and Italian Red Cross have partnered with Ground Truth Solutions to establish and manage feedback mechanisms through regular perception surveys with migrants in Italy and those seeking Restoring Family Links services in Austria.

• Regular feedback from and dialogue with migrants has been key in Greece as well. Greater emphasis has been given to systematising the feedback system, improving satisfaction surveys approaches and running dedicated surveys to seek people’s perceptions actively. The recent Red Cross household survey capturing migrants’ feedback highlights that the clear majority of site residents who needed medical assistance looked for the services of the Red Cross. A third of the migrants consider the external medical assistance not adequate and feel unsafe in the camps, with the majority being women.

• ”Virtual Volunteer”, a knowledge-sharing application, has been developed by the IFRC to help migrants to access reliable and practical information and support wherever they find themselves. It has been utilised nearly 88,000 times by more than 34,000 people in Italy, Greece, Sweden and the Philippines, and will be expanded to other countries. The portal locates accessible services for migrants and provides information, practical first-aid advice, useful news and access to resources (including those of partner organisations).

• The Movement CEA guide and toolkit was launched (see best practice collection here) and is now available in three languages. It has inspired localised guides such as the CEA volunteers guide developed by the Bangladesh Red Crescent Society. A Movement brief guide on ‘How to Use Social Media to Better Engage People Affected by Crises’ is informing innovative approaches, particularly in urban resilience programmes.

• The IFRC has an agreed roadmap for strengthening Community Engagement and Accountability (CEA) for effective local leadership in place and now has a cross departmental taskforce.

• A CEA mapping conducted in 2017 in the Asia Pacific and Africa regions revealed that CEA is strongest in the assessment and planning phase, with levels of information sharing and participation declining during implementation. Between 40% and 50% of National Societies reports having a system for collecting feedback and complaints to improve programmes and operations. CEA is included in about 50% to 60% of National Societies organisational strategies, yearly plans, frameworks or Standard Operating Procedures and 30% to 40% of staff job descriptions. Enhancing transparency, communication and

1 In camps with Red Cross presence
feedback systems are priority areas for improving the effectiveness and sustainability of Red Cross and Red Crescent programmes.

- CEA is a core competency of the Surge Competency Framework that is now informing the revision of the surge recruitment and training approaches. Surge CEA training packages in English and French were completed and are being rolled out in all regions. The first CEA Regional Disaster Response Team training for 29 CEA professionals from 17 NS and IFRC staff was piloted in Africa and a functional CEA regional roster set up.

**Surge optimisation:**
The Global Tools Review was completed in December 2016. Since the completion of the review, the global surge team has been leading a process to develop a plan for the implementation of the main recommendations of the GTR and for “surge optimisation”. It is guided by the five overarching Surge Principles:

1. The Surge mechanism is part of a wider response system. It is accountable, fit for purpose, able to deploy the right people and services to the right place at the right time, as local as possible, as global as necessary.
2. Staff and volunteers have equal access to joining Surge networks. Members of Surge networks have equal access to deployment based on competences and availability. There are equitable opportunities for progression within the Surge mechanism, based on merit.
3. Roles, responsibilities and procedures are clear, transparent, known, held in common and adhered to.
4. The Surge mechanism contributes to capacity building and supports existing disaster preparedness initiatives.
5. Stakeholders commit to working together towards operational excellence where not achieved. The Surge mechanism will monitor quality, learn and optimise.

A plan of action to accomplish the changes was developed in February with representative of NSs, PNSs and IFRC staff, and is being implemented by seven thematic working groups. A 4-minute Surge Optimisation Video has been created to illustrate the history, process and vision of Surge Optimisation, along with a two-page infographic. Please go to the IFRC Surge Optimisation FedNet Page for more information and key documents.

Key 2017 achievements:

- Leadership & Coordination: The IFRC’s HEOps and D-HEOps Leadership evaluation was completed including recommendations for future setup of leadership rosters and increased availability of leadership functions in line with the competency framework. Internal coordination with ICRC initiatives connected to surge optimisation continued, including alignment with the ICRC Rapid Deployment Mechanism.
• Competency Framework and Support Services in Emergencies: finalization of a Draft Core Competency Framework which has been shared in November. This is critical to shift surge management from a "tool-based" approach (FACT, ERU, RDRT) to a "role-based" approach where surge deployments will be primarily based on competence and geographic proximity. It is also the base for the development of a streamlined “training and career development” strategy and improved performance management of surge personnel. Feedback and micro-pilots of the core competency framework have begun including testing a self-assessment tool with the Canadian RC Ops Managers and a 360-degree review with the British RC (more pilots to follow). The next step is to continue the development of technical competencies. A dedicated HR Project Manager was successfully recruited in Dec 2017 to guide RG2 and the PoA forward.

• Assessment & Planning in Emergencies: Two dedicated APE Project Managers (sharing 50/50) were successfully recruited in September 2017. An APE strategy was created with the participation of different technical sectors and the first draft of the Assessment and Planning in Emergencies approach has been developed. It is planned for 2018 to complete this work with the APE toolbox and competencies framework. An Enhancing Assessment & Planning in Emergencies Workshop was held in the Philippines Nov 27th – Dec 1st with DEEP tool tested in collaboration with ACAPs. As a result of this a Plan of action was done to support the National Society in the longer-term capacity building in Assessment and planning in emergencies.

As part of the activities of the group a competency framework for assessment was drafted, role profiles were defined, and the analysis component was reinforced. The plan for future orange and red disasters and crises would be to have a dedicated team to support on the multisectoral assessment in coordination with the sectorial leads. This approach includes a clear timeline to support the assessment continuum, ensuring smooth transitioning between phases.

• Transitional planning and recovery, slow onset and protracted disasters and crises: a surge in protracted and slow-onset emergencies discussion paper was completed to present and clearly evidence issues, challenges and opportunities of surge in protracted and slow onset crises. A draft recovery and transition discussion paper has been done, looking at transition from response to recovery and early recovery, including recommendations to strengthen surge for recovery going forward. The opportunity for live implementation of the discussion paper learnings from response to recovery with Bangladesh is under review.

• Cross cutting issues: CEA, Protection, Gender and Inclusion (PGI), Green response: A dedicated CEA-resource person was secured late June 2017 with Swedish RC funding. A case study on CEA in ERUs in Greece was supported in July 2017.

• Integrated Global & Regional Response: an immediate deployment funding modality was addressed with solution identified via DREF. The first draft of revised SOPs is complete, with approaches for integration of regional and global HR capacities and immediate deployment funding mechanisms; wider consultation to follow in 2018. The selection matrix of

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2 RG2 meeting held Dec 5th with decision to revise the draft competency framework to include green response as a core competency.
the new SOPs was piloted during the Caribbean Hurricane Response. 2017 witnessed a 70% increase in the number of National Societies supporting global deployments. Additionally, a surge roster management study on interoperable databases was completed with 4 options provided to consider and presented to key stakeholders Nov 13th.

- Learning & Development: An initial Surge Learning Strategy was developed in May 2017. Now working with the National Preparedness team to align surge learning with their NDRT learning initiatives.
- The new IFRC Secretariat Emergency Response Framework, which was in test phase since October 2016 was formally endorsed in June (https://fednet.ifrc.org/ERF). Task Forces have been activated for all crises categorised as orange and red during the period under report, which has increased the speed of decision-making on Emergency Appeals and deployments, and ensured close alignment between the IFRC country, regional and Geneva levels, as well as across operational sectors and support services.
- IFRC and ICRC are working on alignment of surge mechanism to inject ICRC RD Capacities into a humanitarian response led by IFRC and the NS, as IFRC has also injected IFRC capacities into humanitarian response lead by ICRC. Some of the examples during 2017 have been the IFRC deployments to Nigeria under a One International Appeal launched by the ICRC (where IFRC has deployed HEOps, FACT, Cash experts, Relief ERU, etc) or the deployments of the RFL Pool of Specialist as FACT members to operations leaded by IFRC/NS. The ICRC’s Restoring Family Link (RFL) pool was integrated this year into the IFRC surge network. The establishment of the RFL pool of specialists was an important step in the implementation of the RFL Strategy.

**Surge deployments and trainings during the period under review**:
In 2017 a total of 109 FACT members, 17 ERU, and 172 RDRT were deployed to support operations across the five regions, making this one the most intense year in terms of surge deployment in the last decade. The HEOps have been deployed to support Peru Floods, the Africa Food Security Crisis, South Sudan and Nigeria Complex Emergencies, Bangladesh Population Movement, and Dominica Hurricane Maria. Also, four members of the Developing HEOps program have deployed this year to lead and coordinate the IFRC support in Mongolia Cold Wave operation, Nigeria Complex Emergency and Bangladesh Population Movement. (See Annex 3).

During the period the surge unit organized four trainings to strengthen the emergency response pool. Twenty-six delegates (12 Female, 14 Male) were selected to attend the 25th FACT training in Zimbabwe that was carried out in March 2017. The participants represented 16 National Societies, along with representatives from the IFRC regional offices, the Secretariat in Geneva and the ICRC. The training was followed by the piloting of a new Operations Manager training for RCRC personnel to effectively function in an internationally supported disaster and crisis response operation (DREF or Emergency Appeals) in terms of strategic and
operational management. The training was hosted by the IFRC Asia-Pacific regional office from April 21-27 in Kuala Lumpur. Twenty-six delegates (12 Female, 14 Male) were selected, representing 19 National Societies, along with representatives from the IFRC regional offices. Also, an Emergency Team Leader training was hosted by the IFRC Americas Regional Office from 8-13 May in Panama, aimed at training current or potential FACT, RDRT and ERU team leaders. The ETL had a total of 25 participants (5 Female, 20 male) from 14 National societies, UNDAC and IFRC regional offices. Finally, an additional FACT training was hosted by the Ecuadorian Red Cross, with the participation of 31 delegates (12 females, 19 males), from 25 National Societies, along with representatives from the IFRC Nepal and Syria Country Offices, the IFRC Americas Regional Office, and the IFRC Geneva Secretariat.

The global surge team also facilitated or supported the following technical working groups: Relief TWG, WASH TWG and Health TWG, and ERU trainings for Finnish RC and French RC

DREF:
DREF: In 2017, there were 111 DREF allocations, which was an increase of 34% in comparison with 2016. The total of CHF 23,970,284 was 52% higher than the previous year, raising the number of people reached to nearly 8.3 million. (See Annex 2). Of the allocations 19 were loans for operations and 92 were grants, which is 59% more than the previous period. The most recurrent operation was floods (29.4%), followed by epidemics (22.5%), cyclones (14.7%) and population movements (12.7) As per geographical region, 41% of the allocations were requested in Africa, followed by Asia Pacific and the Americas. Africa and Asia-Pacific requested nearly 70% of the funds allocated. To reinforce capacities in Africa Region that accounts for the 41% of the allocations and following-up the recommendations of the DREF evaluation, the DREF Africa position has been reviewed, and as a result the position was opened for 2 years. The staff has been recruited in November.

The process of the revision of the DREF procedures and guidelines was started with the recruitment of a consultant to lead the process. Surveys were developed and shared with National Societies to collect their inputs by the end of 2017. Furthermore, discussions were ongoing with regional counterparts to collect qualitative information on the current procedures. At the same time data collected for the past 10 years has been used to support with evidence-based information to the revision of the DREF procedures and guidelines.

During 2017 ongoing discussions were held to provide support to surge deployments and develop an “FbF window” to the DREF. During 2017 ongoing discussions were held to provide support to surge deployments and develop an “FbF window” to the DREF. Considering the changing trends in disaster response and the recognition of the need for innovative and flexible approaches for both rapid assistance and support for early action, IFRC and its partners are advocating for forecast-based funding (FbF), through establishing an “FbF window” to access DREF (with the agreement of the respective donors). This funding would be released by scientifically defined forecast-based triggers, activated to automatically implement pre-agreed activities based on plans of action (Early Action Protocols) that are developed ahead of time.
The DREF advisory Group met twice during the year, first on June 27-28 in Beirut, with IFRC and five NS participants focusing on increasing the access to and use of DREF, and second in Geneva on 6-7 December to discuss the strategic orientations for the year ahead. Donors to the DREF also took part on the second day of the Geneva meeting.

In terms of visibility given to the DREF, a new website [http://www.ifrc.org/dref](http://www.ifrc.org/dref) was made available in four official languages. The website is going through permanent improvement, aligned with the GO platform. A twitter account was also activated @IFRC_DREF to inform of new allocations.
### Cash Transfer Programming scale-up:

As a result of Grand Bargain commitments, the need to demonstrate tangible growth with regard to cash programming, taking into account the investments made to date and the proposed actions in the coming two years, the IFRC set ambitious targets for achievements by 2020, and put focus on the ability to measure in real terms the actual delivery capacity of the Movement. It is expected that by 2020, the IFRC will be in a position to routinely support 1m affected people per year and regularly deliver CHF100m in any one year; more than three times the budget currently expended. The ambition is also to support between 0.5 and 2.5m affected people in any one large-scale disaster or crisis. (See Annex 4 for 2017 cash snapshot).

With the finalisation of the IFRC Cash Roadmap and the recommendations proposed within, the IFRC Secretariat has made distinct progress with regard to the development of a cash approach. The newly formed Cash Directors Taskforce met twice during 2017 and allowed for regular updates from Directors across the organisation on the progress made and to identify concrete action towards supporting the scale up of cash in their directorate. There has also been progress on the realignment of the Manager of the Global Cash Transfer Programming Team. The new cash manager was in role by the end of November 2017 and now reports directly into the Director for Disaster and Crisis. At the end of 2017, the position was confirmed to be covered by General funds demonstrating the commitment by the organisation in prioritising the cash agenda. The cash team in Geneva was also complete and fully funded for 2018. Whilst there were still gaps in some of the Regional cash positions, it was expected that the Europe cash focal point would be identified and in role by early 2018.

In order to facilitate the work of the organisation in implementing its ambitious cash agenda, the revision of the current cash SOPs commenced in November and was expected to be complete by mid-2018. The cash team undertook close work with the finance, logistics and legal teams, specifically around managing risk in systems where cash programmes will be delivered and in understanding the necessary changes required. The Secretariat also invested in exploring new systems to allow for greater efficiencies, accountability and effectiveness in the delivery of large scale cash programmes. At the end of 2017, a Global Framework Agreement was signed with a data management company (Red Rose), due diligence and audit processes commenced and pilot testing is fully underway. In December 2017, the first pilot was carried out in Vietnam. This demonstrated success in allowing for improved efficiency and quicker processes: it significantly improved cash delivery times, allowed for the recording of real-time results and post-distribution monitoring and supported greater accountability in the reconciliation between cash disbursed and the recipient data.

A number of sub-working groups (SWGs) were established during 2017 which support the work of the Cash Peer Working Group and help to facilitate the practical actions required to deliver the IFRC's cash ambition. The work of the NS cash preparedness SWG forms the basis upon which NS are supported to develop their own cash capacities for delivering cash at scale.

In November, IFRC were awarded a grant for innovation and cash and have commenced a partnership with Mastercard, AID:Tech and Kenya Red Cross to develop ideas around beneficiary digital identity and blockchain. The output of this work will come to fruition in May 2018 and provide a basis upon which the IFRC's innovation and knowledge can be developed from a cash.
perspective. During 2017, IFRC and WFP developed a partnership for capacity building NSs and the identification of four ‘pilot’ NSs. Two of these NSs will also be supported through the partnership in developing their cash capacity and their positioning as Partners of Choice for cash programming in the event of future disasters.

<table>
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<tr>
<th>SFI 3: Influence others as leading strategic partners in humanitarian action and community resilience</th>
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<tr>
<td><strong>Priorities and long-term campaigns</strong></td>
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<td>The PDU conducted extensive consultations with IFRC field, regional and HQ colleagues to identify priorities for policy advocacy over the next two years. Four main priority areas were identified, namely:</td>
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<td>● <strong>Health</strong> – promoting the role of community health workers to achieve universal health coverage, improve pandemic preparedness and increase resilience.</td>
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<tr>
<td>● <strong>Migration</strong> – ensuring migrants are safe and have access to services</td>
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<tr>
<td>● <strong>Localization</strong> – increased investment in the role of local humanitarian actors</td>
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<tr>
<td>● <strong>Climate and disaster policy</strong> – better prepared, climate smart, more focused on the most vulnerable</td>
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In addition, a cross-cutting means to these ends would be strengthening the auxiliary role of National Societies in the relevant sectors.

As of the end of the year, the priorities document had been submitted to senior management for validation or amendment. In addition, draft policy advocacy strategies were developed on migration (articulated with the Global Migration Strategy adopted by the General Assembly and the Migration Communications and Advocacy Framework prepared by the Communications Department), localization, and community health. Due to competing demands on the time of colleagues in Programmes and Operations, however, we were not able to complete a comprehensive advocacy strategy on disaster risk reduction, preparedness and resilience (though a number of activities were carried out, as discussed further below).

**Positioning on migration and refugees**

The PDU produced policy briefs on the Global Compact on Migration and on the Global Compact on Refugees (see more below) and supported the IPE team to develop a policy brief on “children on the move”. We also developed brief information products for National Societies, including key messages, a guidance note on how to engage with government on the Compact, and a template briefing note for the regional consultations that could be adapted to the needs of IFRC regional offices – in addition to providing support for numerous senior management opinion pieces, speeches and briefing notes, including a widely praised address by USG
Jemilah Mahmood to the Oxford Refugee Studies Group in the Annual Harrell-Bond Lecture. We provided our support and advice to the Migration and Communications teams in their development of the Global Migration Strategy and the Framework on Migration Advocacy and Communications, respectively.

We regularly convened teleconferences of National Society representatives interested in migration policy and established an email list also including other interested policy and diplomacy colleagues in National Societies and IFRC to share information about the Global Compact process, opportunities and outcomes. We shared updates on upcoming events, statements made and documents produced, positions of governments and seeking input to upcoming meetings and documents. We also supported the Migration Team in the development of the Rights of Migrants in Action Global Consultative Meeting in Brussels in September, with over 40 CSOs from all over the world, as well as National Societies, providing information on relevant global processes and facilitating discussions around regional engagement.

In order to develop a strong, consensus Movement position on priority advocacy issues for migration, the PDU successfully led negotiations with the ICRC and National Societies on the "Movement Call for Action on the Humanitarian Needs of Vulnerable Migrants," which was adopted by the Council of Delegates in November.

**Positioning on localization of aid**

We developed an internal policy brief on localization for IFRC and National Societies and promoted dissemination of information about progress in the debate through a Secretariat "brown bag" event (streamed to the field), organization of regional teleconferences for National Societies and input to National Society policy teleconferences. An email list of interested IFRC colleagues and national societies has been established to provide regular updates on the work of the Grand Bargain Localization Workstream and to share information about IFRC and National Society planned activities. We have also drafted op-eds, statements as well as articles and introductions for various publications on localization.

We supported Partnership colleagues to develop and coordinate workshops related to the Grand Bargain's Localization Workstream, including workshops conducted in Geneva in February and in Wilton Park in June, as well as preparations for the Grand Bargain annual meeting in June. We provided presentations at a number of Movement events, including at an internal workshop of the ICRC and the Movement Induction Course, both in September. We also supported Partnership in the development and refinement of a major and ultimately successful funding proposal to ECHO in support of the IFRC's work on localization.

Toward the end of the year, the management of the IFRC's work on the Workstream was assigned exclusively to the Unit. At that point, we successfully negotiated an end to a previously ongoing controversy over definitions of certain key terms in the Grand Bargain and addressed the negative "buzz" that had been developing in the sector on contested issues. As part of this process, we
represented the Workstream at a number of external events, including the Charter 4 Change annual meeting in October, the Grand Bargain Facilitation Group meeting in October, and the World Humanitarian Action Forum in November. We also presented the progress on localization at a number of internal events, including an ICRC workshop and the Movement Induction Course. We published a brief survey of the Workstream’s progress established a membership list and regular teleconferences for the Workstream and negotiated a joint workplan. In December, we convened a workshop for actors engaged in research projects related to the Grand Bargain’s localization commitments.

**SFI 4: Ensure a strong IFRC that is effective, accountable and credible**

**Indicators:**
In 2017 an unprecedented number (37) of Red Cross Red Crescent staff and volunteers died whilst conducting their humanitarian activities in the field: most due to armed violence including directly targeted attacks. During 2017 there were (only) 88,000 Volunteers insured by the IFRC volunteer insurance scheme. 157,000 NS volunteers and staff have registered, completed or are in the process of completing one or more of the 3 Stay Safe e-learning courses (40% increase from 2016).

**Evaluations**
A total of 30 evaluation reports were published on the IFRC public website in 2017. Those included, in particular,
- Ebola synthesis document;
- Evaluation of the IFRC statutory meeting in Turkey;
- Evaluation of the Zika operation;
- External evaluation of the International Coordinating Group on Vaccine Provision mechanism;
- Evaluation of Southern Africa Food Insecurity Appeal;
- Real Time Evaluation of the Hurricane Matthew Haiti response operation.

**IFRC Service Centre in Budapest**
The IFRC Global Services Centre (GSC) has been established in Budapest, Hungary. In sake of optimizing its service delivery and in line with the aim of strong and efficient Secretariat, the IFRC seized the opportunity of concentrating a number of global services to harmonize services in a highly and competitive technical environment. The GSC is service oriented and aims to assist the IFRC in optimizing the cost/quality of services to reach more people.

The location in Hungary provides the potential for rich interaction with the private sector’s shared services and business centres as well as UN agencies shared services who are present in Budapest. IFRC participates in SSC forums and builds network and partnership with the agencies and exchange experience.
Timeline of the development of the GSC:

The transition was made without any major business shortfall. The IT Unit treated 13,000 IT tickets over a year - incidents and service requests from the global IFRC user community.

The IT Service Desk has implemented a “Follow the Sun” Global Service Desk model which means that Service Desk is able to provide extended coverage for our users with the collaboration of the Panama and the Kuala Lumpur Regional offices.

The Infrastructure Support Team manages all network issues, 3 datacentres, IT security, and 2500 IFRC laptops while handling cyber-attacks and introduced a stronger password policy for the future safety.

The Business Application experts support 53 business applications eg. stabilized e-contracts. Over the past year IT Incident, Change and Release policies have been re-created.

Beside running the operation issues GSC IT Unit staff, as part of one ITD, contribute to the ITD running projects as well., eg. New building in Geneva, GO project, FDRS etc.
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<tr>
<th>Decision taken by the GA to develop a Federation-wide fraud and corruption prevention policy</th>
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<td>The Audit and Risk Commission (ARC) has presented its report to the 2017 General Assembly, where it stated that it is “fully satisfied with what has been achieved so far by the Secretary General and his Senior Management Team in relation to fraud and corruption prevention”. It also stated that:</td>
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<td>• “In the ARC's view, the IFRC should develop an organization-wide policy to show its collective commitment to fight and eradicate this disease.”</td>
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<td>• &quot;If this decision is approved, the Office of Internal Audit and Investigations, in consultation with Secretariat Management, the Audit and Risk Commission, the Governing Board and National Societies, will develop the draft policy for approval by the General Assembly in 2019.”</td>
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**Case:**
IFRC statement on Ebola fraud is [here](#)