

Response to MAR Assessment of IFRC

Contribution to UK Development Objectives Score (1-4)

1a. Critical Role in Meeting International Objectives (4)

2. Attention to Cross-Cutting Issues:

2a. Fragile Contexts (3)

The International Federation of Red Cross and Red Crescent Societies (IFRC) prioritises support on the basis of need and vulnerability, rather than political or civil fragility.

However, our network of 186 National Red Cross and Red Crescent Societies offers the IFRC unparalleled access to vulnerable people in some of the world's most complex and fragile situations in countries like Myanmar, the Democratic People's Republic of Korea (DPRK), Guinea Conakry, Sierra Leone, Mali, Gambia, Côte d'Ivoire, Niger and Somalia. The IFRC remains one of the very few humanitarian agencies able to operate through its member National Society in Afghanistan for the past 25 years, providing vital health and disaster relief support to millions of people across political, ethnic and at times military divides.

The IFRC and its members are guided by the 1997 Seville Agreement on division of labour and collaboration between the components of the International Red Cross and Red Crescent Movement: ICRC, IFRC, and National Societies. This is well illustrated in the current context in the Northern Africa countries affected by internal strife.

2b. Gender Equality (2)

The rationale for integrating a gender perspective in IFRC activities lies in the Red Cross Red Crescent mandate - to prevent and alleviate human suffering without discrimination. The IFRC's focus is on gender, rather than women. Gender equality ensures that there is no sex-based discrimination in the allocation of resources or benefits, or in access to services. The goal of the IFRC is to ensure that all Red Cross Red Crescent programmes are non-discriminatory and benefit men and women equally, according to their needs and with the equal participation of men and women at all levels within the National Societies and the IFRC secretariat.

Recognizing that in disasters it is often women, children and minority groups that are most severely affected, all programme guidance ensures that gender is incorporated as part of the analysis of the disaster impact, the assessment and the subsequent programming. For example, following crises and in our disaster preparedness work, we set up community groups encouraging the participation of women, and building on their capacity to protect themselves, their families and their assets.

With interested shelter cluster partners, with Oxfam as the lead agency, IFRC promoted the development of a shelter cluster-specific gender checklist for use by the coordination team in the field. This has recently been complemented by similar shelter cluster guidance on age-related issues, developed in collaboration with Help Age International. As cluster lead, IFRC has no authority over the programming of operational agencies, and the extent to which cluster-agreed guidance is adhered to by agencies. However, with interested shelter cluster partners, IFRC is leading the development of cluster-specific mechanisms to encourage greater accountability by participating agencies.

2c. Climate Change & Environmental Sustainability (3)

In its programming, the IFRC promotes a stronger link between disaster preparedness, risk reduction and climate change. This is done in partnership with the Red Cross Climate Centre in the Netherlands, which raises awareness of climate changes, advocates for climate adaptation and disaster risk reduction (within the Red



Cross Red Crescent and externally), conducts analyses of relevant forecast information on all timescales and integrates knowledge of climate risks into Red Cross Red Crescent strategies, plans and activities.

IFRC is mindful of the affect its response and recovery activities can have on the environment and works with communities to strengthen environmental sustainability and adaptation, and to protect them from future shocks. Strong emphasis is also given to livelihoods and economic recovery as means for enabling communities to improve their food security and nutritional status and to mobilize the resources to support their own resilience.

IFRC is also leading advocacy efforts on disaster risk reduction and the humanitarian consequences of climate change in the UNFCCC Conferences of Parties (e.g. COP 14, 15 etc).

3. Focus on Poor Countries (3)

Resources are allocated based on needs and vulnerabilities, and the IFRC and its members play a critical role in advocating with governments for a transparent and appropriate flow of aid resources to where these are most needed. We advocate with our partners for unrestricted and un-earmarked funding wherever possible, in consistency with the Principles and Good Practice of Humanitarian Donorship.

Because funds received from donors are often restricted and earmarked it is sometimes difficult to ensure more equitable distribution of assistance. However, the IFRC can make use of its Disaster Relief Emergency Fund (DREF) to ensure that immediate financial support is available for Red Cross Red Crescent emergency response to disasters. The IFRC can also take on the risk of pre-financing, particularly when the crisis has low public profile such as during the exceptional food crisis in the Horn of Africa in 2008/09 where an exceptional advance of 10 million Swiss francs was extended from the IFRC to support the National Societies of Ethiopia, Djibouti, Kenya and Somalia.

4. Contribution to Results (3)

The IFRC contributes significantly to humanitarian results by providing assistance on an annual basis to some 150 million people with an average turnover of more than 30 billion Swiss francs (18 billion Pounds Sterling). Some 1 billion Swiss francs (0.6 billion Pounds Sterling) are spent internationally on emergency response and longer-term development programmes and the remainder is spent domestically on national programmes.

Response operations in Haiti, Chile and Pakistan are recent examples where the IFRC has responded to massive needs, leveraging the full range of the Red Cross Red Crescent's disaster response resources, as well as its global coordination and technical capacities. In Haiti, for example, IFRC has provided assistance to 1.5 million people – half of the total number affected by the earthquake - through the provision of medical care, emergency shelter, distribution of food and relief items as well as provision of water points and latrines.

Following Cyclone Nargis in Myanmar, Red Cross Red Crescent teams were the first on the ground working with the Myanmar Red Cross to ensure that some 96,000 households had transition shelter ahead of the rains, with 38,000 later re-housed into more permanent structures.

In Bangladesh, community preparedness and early warning activities showed results with the onset of Cyclone Sidr where mortality rates were significantly lower at one in 420 people dead in assisted communities relative to one in 43 people in non-assisted communities.

To maximise the impact of its support, the IFRC aims where possible to make communities and individuals more resilient to crises. In health, for example, IFRC's work not only covers curative response, but also preventive care. In the first three months of the Haiti response more than 152,000 people were vaccinated as well as more than 95,000 treated. In Zimbabwe, the response to an unprecedented cholera crisis in 2009 - that killed 4,290 people and infected 98,590 others - reduced the cumulative case fatality rate from 4.3 to 2.5 and eventually brought the outbreak under control.

IFRC also supports disease prevention efforts, with a significant expansion of activities in tuberculosis (TB), malaria, polio and measles, through community-based health and first aid and global water and sanitation initiatives (GWSI) in 80 countries. TB programmes span Southern and East Africa, and Asia. The polio and



measles initiatives mobilized around 9,000 Red Cross Red Crescent volunteers in 14 national polio and measles campaigns. The GWSI has currently reached five million people in 40 countries, and is expanding to a further 35 countries to reach two million more by 2015.

IFRC recognizes that its ability to provide effective response and evidence results at country level depends on the capacity of its members. In order to address the issue of varying capacity of member National Societies, the IFRC actively supports capacity strengthening at regional and national levels. For example the Regional Disaster Response Team (RDRT) is a regional response tool that draws on local National Society staff with specialist regional knowledge, and is used to complement Emergency Response Units (ERUs)¹ as well as for medium-sized responses. In 2009, 65 RDRTs were deployed in operations including support to internally displaced people in Pakistan, landslide and flood relief in Afghanistan, and response to Cyclone Aila in Bangladesh. In 2010, 121 RDRTs were deployed. Also that year, around 107 responses to small and medium scale disasters were supported through DREF, including floods in Colombia, DPRK and Azerbaijan, cholera in Uganda, tropical cyclone in Madagascar, a cold wave in Mongolia and an earthquake in Tajikistan.

The IFRC is in the process of introducing an Organizational Capacity Assessment and Certification System for all National Societies to rate themselves against benchmarked criteria of excellence.

Results-based management is also being promoted amongst all National Societies with experienced monitoring and evaluation staff building up these skill sets. Where capacity exists, peer-to-peer support is undertaken between National Societies in the South, such as currently between Uganda and Liberia.

National Societies are also encouraged to look to accreditation from external bodies, such as from People in Aid.

Organisational Strengths Score (1-4)

5. Strategic and Performance Management (2)

The IFRC's Strategy 2020 consolidates existing policies and strategies to create a framework for the National Societies to formulate their own mission statements and strategic plans in the context of the specific needs and vulnerabilities that concern them. It provides direction to the secretariat in setting its operational priorities in support of National Societies. It is also the basis for updating, harmonizing and developing new implementation tools and cooperation frameworks.

We understand that timely and reliable monitoring and evaluation data not only provides an evidence-base for donor accountability (Section 9 below), but also informs accountable service delivery to those in need. Towards this end, IFRC has recently revised, improved, and added to its planning, monitoring, evaluation, and reporting (PMER) systems and processes with a variety of key resources and tools:

- **Framework for Evaluations:** adopted in 2011 to guide how evaluations are planned, managed, conducted and used in the IFRC, and to inform and assure other stakeholders of accountable evaluation processes at IFRC that adhere to international best practices and ethical standards.
- **Evaluation database:** developed in 2011 to store planned and completed evaluations commissioned by the IFRC secretariat. For public viewing and transparency (web site), as well as in support of strategic planning and coordination of the evaluation function within IFRC.
- **Federation-Wide Reporting System (FWRS):** developed in 2010 to reliably monitor and report on key data from National Societies and the secretariat on a regular basis to improve the performance and accountability of the IFRC as a leading global actor in the humanitarian field.
- **Plan of Action for Disaster Response and Recovery -** guidance and template: revised in 2010 to guide planning for disaster relief and recovery operations, based on the logical framework and including standardised (yet modifiable) objective and indicators adopted from international best practice and standards.

¹ An Emergency Response Unit (ERU) is a team of trained technical specialists, ready to be deployed at short notice, which uses pre-packed sets of standardized equipment. ERUs are designed to be self-sufficient for one month and can operate for up to four months.



- **Project/Programme Planning Guidance Manual:** revised in 2010 to guide project and programme planning at IFRC based on an accountable, results-based management process, incorporating a revised standard logical framework model for the IFRC.
- **Monitoring and evaluation guide:** revised in 2011 to promote a common understanding and reliable practice of monitoring and evaluation for IFRC programmes/projects.
- **Indicator Tracking Table:** developed in 2011 to accurately monitor and report on performance indicators from the log-frame on a regular basis, with targets, actual, and percentage of actual identified for each indicator.
- **Project/Programme Report format:** revised in 2011 to report on key areas, including updated sections, such as stakeholder accountability (beneficiary perception and complaints mechanism).
- **Classroom and online training on Planning, Monitoring, Evaluation and Reporting topics:** revised in 2009 and further developed in 2010, including a complete package of skills-based training materials for National Society and IFRC programme managers, with online versions to be available in 2011.

IFRC uses results and evaluation evidence to improve performance and decision-making. The IFRC has a Management Policy for Evaluations which includes guidance on evaluation dissemination and follow-up, covering in good details procedures for discussion and feedback and transparent and complete dissemination. Noticeable progress is being made towards strengthening quality assurance support to operations through the further institutionalization of real time evaluations and work on developing disaster management performance benchmarks and standard operating procedures. Real-time evaluations have been carried out in 2009 and 2010 for the floods operation in Burkina Faso and Senegal; the 2009 Padang Earthquake operation in Indonesia and Typhoon Ketsana operation in the Philippines; the 2010 Haiti earthquake response and the 2010 floods operation in Pakistan.

The IFRC recognizes that these systems and practices can only be used to their full potential if staff members are well-trained, guided and motivated. To this end, a number of improvements have been made to existing staff development and human resources procedures. Red Cross Red Crescent staff and volunteers have access to comprehensive development opportunities through our Academic Network, which offers accredited learning at all levels in partnership with universities worldwide.

A modernised annual review system is now in place, and marks a strong improvement in objective setting and appraisal for all staff as well as giving greater oversight at each level. All staff members are now able to see the objectives of their managers and colleagues across the organization as well as their own, giving them greater understanding of how the whole secretariat is working together towards common goals. Managers are now better able to monitor the ongoing performance of individuals and teams, raising our standards and improving the quality of services to beneficiaries, partners and donors.

6. Financial Resources Management (2)

The IFRC has a comprehensive financial resource management framework. This includes critical elements of Governance, Policies and Procedures, Systems, Budgets and Reporting and Audit.

Governance

The financial resource management framework of the IFRC is governed by a Constitution, Rules of Procedure and Financial Regulations. The Constitution establishes a Finance Commission, whose role is to advise on all financial and risk matters including budgets, investments, and audits. The Finance Commission comprises nine members who, pursuant to the Rules of Procedure, must have at least ten years of recent senior professional experience in the management of finance and/or risk management. The Financial Regulations govern the financial administration of the IFRC and establish the authorities of the Secretary General vis-à-vis financial resource management. They also establish the requirements for audit both internal and external. The Finance Commission established an Audit and Risk Committee of the Finance Commission to provide advice on all risk matters affecting the IFRC and its secretariat. Specifically, the committee advises the Secretary General, Finance Commission and the Governing Board on risk identification, evaluation, measurement, monitoring and the risk management processes of the IFRC.

The Constitution, Rules of Procedure and Financial Regulations have all been endorsed by the General Assembly.

Policies and Procedures

The IFRC maintains a framework of internal controls supported by comprehensive policies and procedures in order to:

- Ensure effective protection of the assets of the IFRC and guard against fraud;
- Ensure completeness of data and reliable financial reporting;
- Ensure compliance with local law; and,
- Ensure the economic use of the resources of the IFRC.

As such there are a series of internal policies and procedures which regulate important financial transactions from donation acceptance to procurement to payment to financial reporting. These are further augmented by a Code of Conduct applicable to all staff and SafeCall, the IFRC's whistleblower line which is accessible globally in more than 100 languages.

Systems

The IFRC's financial systems are designed to meet operating requirements, which include light footprint solutions in the field, where telecommunications connectivity is low. The financial systems comprise a mix of customized off the shelf such as CODA; built-for-purpose systems such as HLS to manage our logistics supply-chain, and internally-developed systems such as APPLE, to manage different donor requests and requirements. Taken together, the IFRC's financial systems support an effective internal control environment and further support efficient business processes. These systems are augmented by SAP Business Objects, a best in class reporting platform which is deployed to meet the reporting needs of managers, members and donors.

Budgets and Reporting

The secretariat's budget includes unrestricted (core) and restricted (programme) components. The Constitution provides for a two-year budget cycle for the unrestricted (core) budget which is reviewed by the Finance Commission and endorsed by the General Assembly. Meanwhile, the restricted (programme) budgets are based on the available funding with a horizon to match the secretariat's project or programme life-span, which varies.

The secretariat's external financial reporting includes a system of standard reports by appeals, which are available to all stakeholders online or via e-mail. These are augmented by audited financial reports.

Audit

Consistent with the Constitution, the IFRC's consolidated financial statements are audited annually by an internationally-recognized independent audit firm. At present KPMG serves as the IFRC's auditors. Financial statements are prepared in accordance with International Financial Reporting Standards, and translated into the four official languages of the IFRC. In addition to annual financial statement audits, the IFRC engages KPMG to provide separate stand-alone audit opinions on financial statements for major appeals, such as the 2004 tsunami and the 2010 Haiti earthquake. All of these audit reports are available to stakeholders and will be published online as from 2011.

The IFRC also maintains an Internal Audit and Risk Management function which is governed by a separate Charter.

At country level, a key characteristic of a strong National Society is having the ability to cover its core cost, and to establish a diversified funding base whereby a large percentage of resources are mobilized locally. The IFRC has guidelines on "characteristics of well managed National Societies", which is a valuable reference on financial management. An increasing number of National Societies are becoming aware and conscious of the need to conduct external audits and recognize it as an accountability tool that can be used in communication with partners and stakeholders. Some National Societies are making the improvement of their accounting systems a priority and working towards conducting external audits. In Central Asia for instance, the IFRC regional delegation in Almaty signed a contract with PriceWaterhouseCoopers to work with National Societies on financial development.



7. Cost and Value Consciousness (2)

A recent report commissioned by the IFRC has shown, for the first time, the economic value of its global volunteer workforce. “The Value of Volunteers” demonstrates that the network of established volunteers not only minimises costs on the ground but actually contribute 6 billion US dollars in economic value through the services they deliver during disasters and every day through community development initiatives. The report also quantifies for the first time the ratio of paid staff to volunteers within the humanitarian network, indicating significant added value for donor dollars during emergencies and in community development. On average, Red Cross Red Crescent volunteers extend the organization’s paid workforce by a ratio of 1:20 – meaning that for every paid staff member there are 20 volunteers. This ratio is even greater in regions such as sub-Saharan Africa, where there are 327 volunteers for every paid staff member, and in South East Asia, where there are 432 volunteers for every paid staff member.

Link:<http://www.ifrc.org/Global/Publications/volunteers/IFRC-Value%20of%20Volunteers%20Report-EN-04.pdf>

Cost-benefit analyses of community-based disaster risk reduction programmes in disaster-prone countries such as Nepal and the Philippines have demonstrated cost to benefit ratios of up to 25:1. More local and developmental approaches, such as protecting water wells, providing income-generating loans and first aid training were found to be not only good value for money, but also more robust in providing benefits irrespective of annual disaster (e.g. flood) patterns.

The IFRC’s global logistics system is an example of a cost-efficient service allowing speedy delivery of relief goods and services to any disaster-affected region in the world. The secretariat recognizes the value and importance of the supply chain process and is committed to expand provision of logistics capabilities and expertise, not only to National Societies but also to other humanitarian organizations. Given that supply chain processes can take up in excess of 60 per cent of humanitarian budgets, the global supply chain will be further enhanced in terms of cost effectiveness by introducing technically agile and integrated end-to-end management and control systems, the pre-positioning of relief items closer to the areas of critical need. and the continued recruitment and development of professional supply chain staff. The enhanced supply chain processes will also include cash management and delivery, regional material sourcing and improved stock reporting in real time. All of these supply chain systems improvements will be made accessible to National Societies as capacity building activities. The system is recognized as a DG ECHO accredited Humanitarian Procurement Centre, which has been achieved after a thorough review and assessment of IFRC procurement procedures, compliance and fulfilment of audit trail requirements.

Our Risk Management and Audit Department, as part of its risk-based annual audit plan, conduct process efficiency and value-for-money audits. IFRC also took part in the 2008 Good Humanitarian Donorship Indirect Support Cost Study.

8. Partnership Behaviour (3)

The IFRC adheres to the Movement Code for Good Partnership, which recognizes respectful behaviour as key to successful partnership and emphasizes monitoring of, and compliance to, at least minimum standards of behaviour.

The IFRC led consultations with more than 150 governments and humanitarian organizations to develop the “Guidelines for the domestic facilitation and regulation of international disaster relief and initial recovery assistance” (also known as the IDRL Guidelines), which were adopted by the State Parties to the Geneva Conventions in 2007. Since that time, the IFRC and its members have been working with more than 20 governments to assist them in making use of the Guidelines. In addition, the Red Cross Red Crescent has partnered with a large number of external bodies in various initiatives to encourage the mainstreaming of the Guidelines, including international agencies such as OCHA, ISDR, UNDP, WHO, WCO and IPU, regional organizations such as ASEAN, CAPRADE, ECOWAS, SOPAC, SADC and OAS, and civil society partners such as ICVA .

Recognizing the Movement’s pivotal role in supporting humanitarian coordination and reform and in shaping innovative approaches to disaster management, the IFRC actively participates in the IASC at Principals,

Working Group and Sub-WG level including chairing the Climate Change SWG. The IFRC participates in Cluster activities across all major technical sectors, Fleet Forum, and regular inter-agency meetings aimed at ensuring the successful coordination of activities among partners and the optimised coverage of the needs of the most vulnerable.

The IFRC plays an important role in fostering and supporting inter-agency initiatives for quality and accountability. The IFRC is a founding member and the host organization for the Sphere Project (minimum standards for disaster relief), the Code of Conduct and for the Secretariat of the Steering Committee for Humanitarian Response (SCHR). The IFRC is also a member of the Steering Committee of the International Recovery Platform (IRP) and a major institutional partner to the Cash Learning Partnership (CaLP). The IFRC maintains a host of strategic partnerships with key scientific research institutes for the sharing and analysis of disaster related data – including partnerships with CRED, NASA and Columbia University (IRI) and others.

In technical sectors, the IFRC works effectively in partnership with other relevant players, sharing skills, competencies and experiences. For example, in humanitarian logistics, the IFRC has observer status within the logistics cluster but seeks complementarities with the on-going developments within the WFP-led logistics cluster activities. When the cluster mechanism is activated in an affected country following a large scale emergency, IFRC logistics staff and those of the National Society concerned will coordinate with the logistics cluster mechanism to ensure consistency and coherence in operational activities. The IFRC makes use for example of the Logistics Capacity Assessment (LCA-digital) in the design and operation of global supply chain planning and, when the logistics cluster is activated for major events, will endeavour to liaise with the cluster notably to avoid duplication and decongestion of logistics capabilities.

In health and WASH, the IFRC works in partnership with WHO, UNICEF, UNHCR, Roll Back Malaria, Oxfam, etc. Technical training provided by the IFRC often includes participants from these external partners, and equipment is loaned to other organizations for their own training and use.

The IFRC takes a lead role in enabling a coordinated approach to Movement partner support at country level in capacity building with National Societies. This includes enabling partners – Red Cross Red Crescent and others - to be more engaged in the programme management cycle and to actively work towards more coherent approaches to support being provided to any one National Society. This is done through having developed and promoted cooperation and coordination guidelines and frameworks geared at the country level.

The IFRC also sees enormous potential in making Red Cross Red Crescent learning materials available to a broader humanitarian audience through its e-Learning platform.

9. Transparency and Accountability (2)

IFRC recognizes that our stakeholders - whether our beneficiaries, those who entrust us with resources for action, people who work within the IFRC, governments, donors or the external partners who collaborate with us - are entitled to know how we assess needs and vulnerabilities, set priorities and design specific interventions, monitor implementation, measure results and assess impact. For instance, all IFRC appeal financial statements are available online for all donors to see. In addition a donor response table is updated in real-time.

The Constitution, which was last revised in 2007, contains detailed provisions for accountability including the specific duties of National Societies, and their integrity and compliance. Our Strategy 2020 highlights the importance of accountability to stakeholders.

Accountability is actively pursued through a number of initiatives that aim at reinforcing transparency and accountability, as summarized in Section 5, above, on Strategic and Performance Management. In particular, it is worth reiterating the new rating process that will allow National Societies to benchmark themselves against agreed criteria of excellence; a Federation-Wide Reporting System that captures and promotes the full magnitude of what we do; and the IFRC databank that will provide stakeholders with clear and up-to-date information on what each National Society does in its country, including activities, numbers of volunteers and paid staff, particular areas of expertise as well as offering digital access to all their statutory documents such as Statutes, annual reports and audited accounts. The secretariat works closely with National Societies through a

worldwide network of country, regional and zone representations backed by expert departments in Geneva to develop and put accountability and transparency related policies into practice.

Ultimately, accountability to beneficiaries is central to our work, and it drives our community-based approach to programming. Working with community volunteers ensures our work is driven by local needs, providing information and access for strong beneficiary participation through-out project life cycles, from assessments through to community participation in planning, monitoring and evaluation of programmes. For example, a recent evaluation of our Participatory Approach to Safe Shelter in Uganda highlighted the value of working together with communities. It found an improvement in local construction techniques, which were more resistant to flooding through improved housing site selection, digging of drainage channels to allow for better runoff, tree planting as windbreaks and reforestation.

The IFRC actively participated in the last SCHR Peer Review, which focused on accountability to beneficiaries. The key findings/recommendations of the peer review have been embedded in various initiatives taken since the adoption of Strategy 2020, such as the work on evaluations (see section 5 above) and the investment in beneficiary communications activities (including encouraging the adoption of beneficiary feedback/complaints mechanisms).

Likelihood of Positive Change Score (1-4)

10. Likelihood of Positive Change (2)

Undoubtedly, the IFRC is a complex membership organization that provides voluntary humanitarian services to vulnerable communities and victims of disasters in support to the efforts of the respective governments.

The secretariat promotes and supports positive technical or organizational change. The example of the Pakistan Red Crescent Society is illuminating. Following the 2005 earthquake, the capacity of the National Society had increased to the extent that, for the floods operation in 2010, it was able to mobilize 25 health teams in-country. It also received Movement support, including 11 Emergency Response Units, but was able to coordinate the international assistance itself and required only minimal support from the secretariat.

The IFRC General Assembly has adopted Strategy 2020 as the vision for the next decade, during which the IFRC and its member National Societies will be facing complex challenges arising from new patterns of need, marginalization, impoverishment, insecurity and vulnerability. The strategy calls for several inter-connected methods to help build strong National Societies based on a sustainable capacity building model that emphasizes each society's responsibility to do so, and diversity in our capacity building support to them. The IFRC will therefore address National Society development in a more tailor-made way, addressing specific needs, and on a case-by-case basis.

Strategy 2020 is an inspiring framework that guides IFRC's efforts to do more, to do better and to reach further. A renewed and stronger focus is put on the transition from relief to recovery, enhancing capacities in shelter, water and sanitation, support to livelihoods development and food security areas which not only contribute to saving lives but to restoring lives with dignity. At the same time, more attention will be given to the prevention of non-communicable diseases, as their contribution to overall mortality and morbidity is growing everywhere. Our efforts will also be directed towards promoting and facilitating social inclusion and the welfare of all vulnerable groups, especially in situations of violence, forced migration and growing intolerance, which can often lead to social tensions and conflicts.

IFRC aims to maximise positive change through continuous improvement of its systems and processes that facilitate the assessment of needs and vulnerabilities, setting priorities and objectives, designing, implementing and monitoring specific interventions, and measuring immediate and long-term results.