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Emergency Plan of Action (EPoA) Afghanistan: Drought 2018

 International Federation
of Red Cross and Red Crescent Societies

DREF n° MDRAF004	Glide n° DR-2018-000052-AFG
Date of issue: 01 November 2018	Expected timeframe: 4 months, Expected end date: 1 March 2018
Category allocated to the of the disaster or crisis: Yellow	
DREF allocated: CHF 265,185	
Total number of people affected: 2.2 million	Number of people to be assisted: 14,000
Host National Society presence: Afghan Red Crescent Society (ARCS) has around 2,027 staff and 30,000 volunteers, 34 provincial branches and 7 regional offices all over the country. National Headquarters and 4 provincial branches will be involved in this operation.	
Red Cross Red Crescent Movement partners actively involved in the operation: ARCS is working with the International Federation of Red Cross and Red Crescent (IFRC) Societies, the International Committee of the Red Cross (ICRC) and Partner National Societies (PNS) with presence in Afghanistan (Canadian Red Cross, Norwegian Red Cross, Danish Red Cross, Qatar Red Crescent Society and Turkish Red Crescent Society).	
Other partner organizations actively involved in the operation: (i) Government ministries and agencies, Afghan National Disaster Management Authority (ANDMA), Ministry of Public Health (MOPH), Ministry of Agriculture, Irrigation and Livestock (MAIL), Provincial Disaster Management Committees (PDMCs), Department for Rural Rehabilitation and Development (ii) UN agencies; OCHA, Food and Agriculture Organization (FAO) and World Food Programme (WFP), World Health Organisation (WHO), UNICEF, UN Children's Fund UNMAS, UN (iii) International NGOs; Action Against Hunger, Afghan Aid, Community World Service Asia, Danish Committee for Aid to Afghan Refugees, Dutch Relief Alliance, Danish Refugee Council - Danish Demining Group, Handicap International, Human Resource Development Agency, International Medical Corps, International Rescue Committee, Norwegian Refugee Council, Organization for Humanitarian and Development, Organization of Human Welfare, Première Urgence-Aide Médicale Internationale, Relief International, Save the Children International, Solidarités International, Shanti Volunteer Association, Welthungerhilfe.	

A. Situation analysis

Description of the disaster

Below average precipitation and above average temperatures since October 2017 have resulted in significant reductions in (1) snow depths, (2) river flows, (3) water level in dams, (4) water tables, and (5) soil moistures. These conditions have already negatively and irreversibly impacted the winter 2017–2018 and spring/summer 2018 agricultural season in Afghanistan. According to the data presented by OCHA to the latest Humanitarian Country Team meeting on 13 September 2018, the drought affected IDPs are estimated at 266,000. 84,000 of them have settled in Herat, and 182,000 within Badghis, their province of origin. In the last month alone, more than 84,000 people have been displaced to Herat city and 18,579 families (94,945 people) have been displaced to Qala-e-Naw City (capital of Badghis province). IDPs are residing in dozens of sites on the outskirts of the cities, or in makeshift shelters within the main cities. This makes it more difficult to reach them in a smaller number of catchment areas.

Four years of failed rains have led to massive loss of livelihoods for millions of Afghans in the northwestern provinces. Ninety-five per cent of the population there rely on agriculture, livestock and crops to survive. People have been left without enough food to feed their families. The upcoming severe winter months will likely deteriorate their situation. Temperature in these areas has already dropped close to zero degrees at night, the coming weeks will really be testing for the drought affected families with freezing conditions, potentially resulting into winter related sickness and potential deaths. On 16 October 2018 the United Nations' Afghanistan Humanitarian Fund (AHF) and Central Emergency Response Fund (CERF) have released funds to support people affected by a severe drought.

The overall response in drought-affected communities has been hampered by the access restrictions caused by security concerns. Humanitarian actors, including the Red Cross Red Crescent (RCRC) Movement, have had very limited access in the past three months. For instance, Ghazni City was attacked by an armed opposition group (AOG) which took

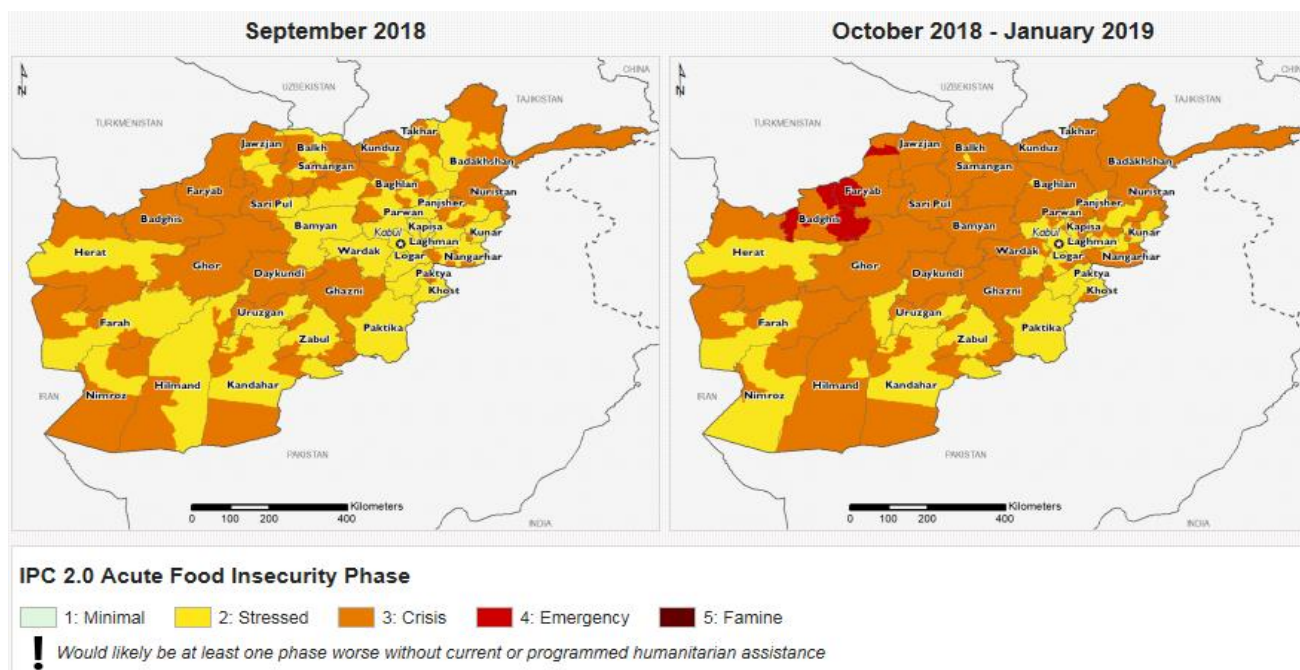
control of the locality straddling the highways. An ensuing fight resulted in displacement and deaths, including of civilians. The UN Assistance Mission in Afghanistan (UNAMA) has reported that there were 210 civilian casualties during the period 10 August to 15 August. In addition, the RCRC Movement encountered access limitations following a declaration by an AOG in mid-August that security guarantees given to RCRC operation in Afghanistan would be withdrawn. This resulted in restricted personnel movement and reduced operational capacity pending dialogue to address concerns of the AOG. After weeks of dialogue, security guarantees to the RCRC Movement were restored on 14 October 2018. These developments have now set the pace for RCRC Movement partners to gradually resume activities, including to roll out interventions in support of communities affected by food insecurity. It is in this context that this DREF request is being submitted. Beyond that DREF support, a scaled-up response, utilizing other established resource mobilization channels, is envisioned.

The latest reports from Famine Early Warning System Network (FEWSNET) alarming that in the absence of adequate humanitarian assistance for drought affected communities the severity of drought is likely to be one step worst in most of the country. Resulting in the further expansion of crises situation in north, northwest, central and south-central provinces and start of emergency phase in northwestern provinces of the country. People in these areas are expected to face more challenges to meet their consumption requirements until the next year spring harvest. The onset of severe winter will also create a large food deficit for the worst affected households.

Though there are positive signs in terms of area planted for winter wheat is anticipated to be higher than last year due to the increased likelihood of El Niño. Government and organizations are also encouraging households to start preparing for winter planting season. However, the drought affected population is critical need of food and livelihood assistance during this lean season.

Crisis (IPC Phase 3) outcomes are present throughout Afghanistan due to declining purchasing power, disruption of normal livelihoods due to conflict, and poor rainfed staple performance and will contribute to the increased food assistance needs as compared to recent years. Poor household dependent on rainfed wheat production, particularly in northern, northeastern, and northwestern areas, are expected to experience difficulty meeting consumption requirements until next year's spring harvest. The worst-affected households will likely experience Emergency (IPC Phase 4) as large food deficits emerge with the onset of winter.¹

Households have started preparing for the winter wheat planting season, likely starting in October. The area planted for winter wheat is anticipated to be higher than last year due to the increased likelihood of El Niño. Due to the forecasted El Niño, there is an increased likelihood of average to above-average precipitation during the 2018/19 wet season however, there remains a large spread of possible precipitation outcomes for the season.²



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FEWSNET projected food assistance outlook for the lean season December 2018 - April 2019 (issued on 30 September) says "Below-average precipitation in most areas and drought in northern parts of the country has negatively impacted wheat production, livestock body conditions, and labor opportunities. Large areas of the country are anticipated to

¹ <http://fews.net/central-asia/afghanistan/key-message-update/september-2018>

² *ibid*

³ *ibid*

experience Crisis (IPC Phase 3) outcomes in March at the peak of the lean season. In the worst-off drought-affected areas, Emergency (IPC Phase 4) outcomes are anticipated”.

Summary of the current response

Overview of Host National Society.

The Afghan Red Crescent Society (ARCS) remains vigilant and have been monitoring the situation since the start of dry spell. ARCS is in close coordination with Afghan National Disaster Management Authority (ANDMA), Ministry of Public Health (MOPH) and Food Security and Agriculture Cluster (FSAC). Observing the gravity of the situation in last week of April. ARCS HQ requested all 34 provincial branches to submit primary information reports regarding drought situation in their respective provinces.

ARCS Emergency Operations Centre (EOC) was activated to coordinate with relevant stakeholders and update on the situation on regular basis. ARCS started coordination meetings with in country movement partners, since May 2018.

Based on the primary information reports from the branches ARCS developed its draft response plan and conducted an access mapping in the affected provinces. The access mapping was shared with movement partners as well for their comments and input. ARCS is also coordinating with clusters and national disaster management authorities. ARCS has developed a very initial response plan for drought 2018 and is committed to provide humanitarian assistance in the areas where unmet emergency needs have been identified by the Inter Cluster Coordination Team (ICCT) and ARCS provincial branches. ARCS drought response plan is to meet the immediate needs of 105,000 drought affected people (15,000 families) in the areas of food, nutrition, livelihood, health, WASH and emergency shelter. Tentative timeline for ARCS drought response is one year starting from August 2018 to July 2019.

ARCS Drought response plan is flexible to adapt the changing needs and access situation, two major contributors to update ARCS response plans are; Continuous need assessment: Needs and unmet needs are changing on ground due to evolving nature of drought and changes in available resources with humanitarian actors. Continuous Access monitoring: On ground access is frequently changing due to unpredictable security situation in the country and ongoing fight between Armed Opposition Groups (AOGs) and Afghan National Security Forces (ANSF).

An update of ARCS drought response as of 2 October 2018 is given below:

Sector	Intervention	People reached
Emergency shelter	Provided family tents to drought affected IDPs in Herat and Badghis Provinces. (366 in Herat and 656 in Badhis).	7,168 people (1,024 Families)
Emergency Health Services	ARCS has deployed one Mobile Health Team (MHT) providing medical treatment to IDPs in an IDP settlement in east of Herat since Aug 2018.	2,863 people (866 male and 1,997 female)
WASH	Provided dignity kits to drought affected IDPs in Herat and Badghis Provinces. (527 in Herat and 1,000 in Badghis) <i>ARCS dignity kit content includes: 1 blanket, 1 tooth brush, 1 tooth paste, 2 pieces of soap, 1 scarf for women, 3 pieces ladies under ware, Sanitary pad 3 packs of 10 pieces each</i>	1,527 people (females)
Total people reached by ARCS		11,558 people

A quick overview of ARCS response capacity is as under:

Areas	Description
Emergency Fund	2.2 million AFNs
Outreach and presence	ARCS have 34 provincial branches and 7 regional offices.



Response HR	84 Disaster Response Units members in 7 regions 229 Branch Disaster Response Team members in 10 branches. 120 doctors and nurses in 34 Mobile Health Teams, 362 doctors, nurses and pharmacists 44 static clinics. 102 CBHFA trainers and 24,000 volunteers.
NFI stocks	Tents 8,805; Blanket 96,001; Tarps 37,629; Jerrycans 34,805; kitchen sets 15,566
WASH Kits	1 x WASH Kit-2 (for 2,000 people), 2 x WASH Kit-5 (for 10,000 people)
Medical kits	MHT medicine for 1 year, Clinics medicines for 3 months, 28,000 First Aid kits (in 7 regions and 34 provinces)

Overview of Red Cross Red Crescent Movement in country

In addition to IFRC and ICRC, other Movement partners with presence in Afghanistan are the Canadian Red Cross, Norwegian Red Cross, Danish Red Cross, Qatar Red Crescent Society and Turkish Red Crescent Society. The IFRC maintains a country office that is located at the ARCS headquarters. The office has international and national staff specializing in various programming sectors and support services who have been supporting ARCS in its drought response starting from monitoring the situation to response intervention up till now. The head of country office is liaising with the leadership of ARCS in providing overall direction to the possible response. The delegation's technical staff are supporting their respective ARCS counterparts. In line with the role of the Secretariat to the IFRC membership. Support provided by the IFRC country office to ARCS extends to information management, coordination with Movement and external partners, including attending coordination meetings with government agencies and UN Clusters.

A regular movement coordination mechanism already exists in Afghanistan and it will continue to function. ARCS is responsible for the overall coordination and implementation of the drought response operation. Supporting movement partners will continue augmenting ARCS efforts, taking into account agreed engagement processes. The security management framework applies in its present form for all partners. In line with its mandate and complementary to the above-mentioned agreement, the IFRC will undertake its roles in a manner coherent with the principles and rules for the Red Cross and Red Crescent humanitarian assistance.

Overview of non-RCRC actors in country

A drought emergency task force has been set up by the Government of the Islamic Republic of Afghanistan to coordinate and align the response across all sectors, including education, nutrition, water, sanitation and hygiene, food security and agriculture. As per a press release by UN OCHA on 16th of October 2018, the United Nations' Afghanistan Humanitarian Fund (AHF) and Central Emergency Response Fund (CERF) have allocated \$34.6 million in emergency aid to support 2.2 million people affected by a severe drought. Earlier this year on 31 May, Afghanistan Humanitarian Country Team (HCT) revised the Humanitarian Response Plan (HRP 2018-2021) due to the drought situation in the country. The revised Afghanistan HRP has a 27 percent increase in financial requirements on the original appeal and is directly attributed to the incorporation of drought-related requirements comprising the food security and agriculture, WASH and nutrition sectors. Altogether, funding requirements were increased by \$117 million.

UN Clusters are already active in the country the Food Security and Agriculture Cluster (FSAC), WASH, Nutrition, Health, Protection, and Emergency Shelter Non-Food Items (ES-NFI) clusters under ICCT are actively engage in current drought response in the county.

Some 690,000 people have been reached under the prioritized, integrated response plan that targets 1.4 million people by the end of October.

Region	Targeted	Reached*	FSAC	WASH	ESNFI	Nutrition	Health	Protection
Northern Region	490,968	219,857	94,087	175,500	-	681	39,500	-
Southern Region	256,039	91,991	28,000	40,900	-	462	33,000	-
Western Region	649,462	379,116	172,291	220,400	51,493	14,478	204,500	9,391
Total	1,396,469	690,964	294,378	436,800	51,493	15,621	277,000	9,391

Needs analysis, targeting, scenario planning and risk assessment

Needs analysis

Afghanistan is in the midst of a drought, the scale of which has not been seen since 2011. It has already resulted in some 266,000 people being displaced in western Afghanistan. These displaced families are from Badghis, Daykundi, Hirat, Ghor provinces and most of them currently live in displacement sites in Hirat City, Hirat, and in displacement sites scattered in and around the provincial capital of Badghis, Qala-e-Naw. In 2017, wheat production was at an all-time low (57 per cent under the five-year average) and the expected shortfall in production in 2018 is decreasing further -- from 4.2 million metric tonnes to 3.5 million metric tonnes. This decrease is impacting some two million already food insecure people across two thirds of Afghanistan.

Their biggest concern is availability of food: both the families who received cash for food or in-kind food rations since they arrived in Herat City, report that they have ran out of food. The majority of them has not been able to find livelihood opportunities, other than sending children to work, beg or collect trash and women to clean or wash clothes for households in the city. With the little money they make, they maintain a diet of bread and tea as they are unable to buy fruit, vegetables or meat. Many of the families who received cash to buy food, paid debts or for health services, or bought material for their makeshift shelters, leaving them unable to buy sufficient food.

While some displaced families are expected to return voluntarily to areas of origin ahead of the planting season in October-November, those that remain at the displacement sites will require integrated assistance, including support to survive the harsh winter conditions. Efforts are ongoing to scale up assistance in areas of origin, particularly food assistance. Timely pre-positioning and distribution is critical, as physical access will become difficult with the onset of rain and snow.

Targeting

As mentioned above, ARCS broader drought response plan is to meet the immediate needs of 105,000 drought affected people (15,000 families) in the areas of food, nutrition, livelihood, health, WASH and emergency shelter. Tentatively in following 24 Districts in 09 Provinces commonly prioritized by ICCT, ARCS Branches and available assessment reports.

Region	Province	Districts
Northern	Balkh	Chemtal
	Faryab	Almar, Bilcheragh, Dawlat Abad
	Jawzjan	Khanaqa, Khwaja Dukoh, Qush Tapa, Shiberghan
	Samangan	Feroz Nakhchir, Hazrat-e-Sultan
	Sar-e-Pul	Gosfandi, Sancharak, Sar-e-Pul, Sozmaqala
Southern	Kandhar	Shah Wali Kot, Zheray
	Nimroz	Chakhansur, Kang
Western	Badghis	Ab Kamari, Bala Murghab, Jawand, Qala-e-Naw
	Hirat	Hirat, Kushk-e-Kuhna

However, this DREF operation will complement to ARCS broader response plan and will support the drought emergency need assessment in north and west regions and food assistance for 2,000 families (14,000 people) in Herat and Badghis provinces. Beneficiary selection criteria for this response operation is given below in the operational strategy section.

B. Operational strategy

Overall Operational objective:

The objective of the drought response DREF operation is to meet the immediate needs of 14,000 affected people (2,000 families) in Herat and Badghis provinces through provision of food assistance and emergency need assessment in drought affected regions. This DREF in a first stage will contribute to ARCS broader Drought 2018 response operation to support 15,000 families (tentatively) and IFRC country office under its operational plan and ARCS through national resource mobilising for drought response. At broader level, the operation will contribute to ongoing humanitarian efforts for drought affected people. That include encourage them to stay or return to their places of origin and actively engage in this cultivation season through provision of food assistance at their places of origin. These efforts will need repeated distribution of food assistance for coming 5-6 months by the time new crops are harvested.

ARCS with the support of IFRC country office has already submitted a proposal to Italian Agency for Development Cooperation (IADC). Key areas of intervention under this proposal include repeated food assistance to 3,500 families, restoration of water bodies and hygiene promotion. At the same time working on another proposal for Swedish Red Cross to provide unconditional cash grant under livelihood assistance to 500 families.

There are high possibilities that this DREF operation will scale up into an emergency appeal based on the revised EPOA guided by emergency need assessment in coming months.

Based on the overall response strategy, this DREF will provide funding to the procurement of food parcels⁴, conduct emergency need assessment in drought affected regions, and overall operational support to ARCS for an effective and efficient drought response.

Priority will be given to most vulnerable people affected by the drought including female-headed households, people with disabilities and the elderly. ARCS will utilize Community Engagement and Accountability minimum standards in this operation to ensure that affected populations participate in, influence and monitor the type and quality of services provided by ARCS. The field teams implementing the response operation will conduct in-person meetings to mobilize the communities as well as share information about the ARCS response modalities. Importantly, beneficiary selection criteria, feedback mechanisms, process of distribution, size of the relief packages and other key information will be shared with community members and leaders at regular intervals.

ARCS Emergency Operation Centre (EOC) will manage the information on disaster response in line with recently developed ARCS Disaster Response Management toolkit including the monitoring (both process and result) data of the assistance provided.

Cash-based interventions (CBI) will be considered in lieu of food distributions should a planned feasibility study indicate that the modality is possible in the context of affected areas. Thus far, an ARCS cash preparedness plan of action has been developed and some of its elements are under implementation, with funding support of the British Red Cross. The Regional Cash Preparedness will undertake a mission to Afghanistan in December, during which he will organize CBI awareness sessions for ARCS leadership and middle managers, facilitate CBI training for staff and volunteers, and complete a mapping of financial service providers (FSP) who could potentially support CBI in drought-affected areas. Should CBI be deemed the appropriate modality, this DREF Emergency Plan of Action will be revised accordingly.

Operational support services

ARCS has branches in the provinces which are mainly covered by this operation. The provincial branches will be supported by regional branches and the national headquarters, in accordance with their varying capacities. The costs for personnel (staff and volunteers) have been included in the operation budget, covering travel, accommodation and per-diem. The cost of one Regional Disaster Response Team (RDRT) member is also included in the budget to support ARCS operations team in management of this response operation. However, in country movement partners' international and national staff specializing in various sectors including health and care, disaster management, programme coordination and organizational development as well as support services such as logistics, information technology, finance and administration, planning, monitoring, evaluation and reporting (PMER), and security will continue supporting ARCS for effective implementation of this movement response plan.

Communication strategy

The ARCS, in collaboration with the RCRC partners aims to coordinate various awareness and publicity activities, to sensitize the public, media and donors on the humanitarian response situation on the ground. ARCS Communication Unit will jointly follow a communication strategy to disseminate activities related to the drought response operation at the national and international level. Key components of communication strategy include;

- ARCS will be supported to take high-resolution photographs, video and interview people in order to produce reports, social media posts and other material about the humanitarian situation, the implemented activities and remaining needs in the targeted localities; these results will be shared with the press, donors and partners, and uploaded to the National Society's website.
- ARC will be supported to identify spokespeople and provide them with talking points and key messages. Interviews will be pitched to relevant local, regional and global media.
- The ARCS will distribute bulletins to national authorities, strategic partners and communities to show the progress and results achieved during the response.
- All communications products will preserve the dignity of the people and promote diversity, gender inclusion and respect for people.
- The ARCS will establish the necessary mechanisms for communities to have a direct communication channel with it to create spaces in which they can freely discuss their appreciation, satisfaction, complaints, suggestions or concerns about the activities being implemented.

⁴ ARCS food Parcel content: Rice 25 kg, Beans 7 kg, Cooking oil 10 litter, sugar 5 kg, Tea 1 kg, and Salt 2 kg.

C. Detailed Operational Plan



Livelihoods and basic needs

People targeted: 14,000 (2,000 families)

Male: 7,340

Female: 6,660

Requirements (CHF) 215,000

Needs analysis: Food security and livelihood assistance are identified as one of the critical need of drought affected population overall and displaces families in Herat and Badghis Provinces.

Population to be assisted: Food and livelihood assistance will be provided to 2,000 drought affected families (14,000 people) in Herat and Bdghis provinces, where acritical gap has been identified by Food Security and Agriculture Cluster.

Programme standards/benchmarks: Priority will be given to most vulnerable people affected by the drought including female-headed households, people with disabilities and the elderly.

P&B Output Code	Outcome 1: Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods								# of drought affected people with livelihood and basic needs assistance (Target 14,000)									
	Output 1.2: Basic needs assistance for livelihoods security including food is provided to the most affected communities								# of targeted households that have enough food to meet their survival threshold (Target 2,000)									
	Activities planned	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP008	Identify and selection of 2,000 vulnerable families							X	X	X								
AP008	Procurement of food items following IFRC standards			X	X	X	X	X	X	X								
AP008	Transportation of food items to distribution sites							X	X	X	X	X						
AP008	Community engagement for the distribution of food items									X	X	X	X					
AP008	Distribution of the food items to the affected population										X	X	X	X	X			
AP008	Distribution and post distribution monitoring of the food items										X	X	X	X	X	X	X	
AP008	Organize CBI awareness sessions for ARCS leadership and middle managers							X										
AP008	Facilitate CBI training for staff and volunteers								X	X								
AP008	Mapping of FSPs who could potentially support CBI in drought-affected areas							X	X	X	X							

Strategies for Implementation

Requirements (CHF) 34,000

P&B Output Code	Outcome S2.1: Effective and coordinated international disaster response is ensured	<i>IFRC engage in inter agency coordination at country level.</i>																
	Output S2.1.1: Effective response preparedness and NS surge capacity mechanism is maintained	<i># of ARCS staff and volunteer oriented and engaged in ENA process.</i>																
	Activities planned	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP046	Refresher training for ARCS staff and volunteers on ENA, distribution process, data collection and management				X	X												
AP046	Deployment of one RDRT member with relief and ENA profile for a duration of 3 months				X	X	X		X	X	X	X	X	X	X			
P&B Output Code	Output S2.1.6: Coordinating role of the IFRC within the international humanitarian system is enhanced	<i># of cluster coordination meetings ARCS and IFRC participated.</i>																
	Activities planned	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP049	IFRC country office supports ARCS in coordinating with other humanitarian actors and relevant clusters on a regular basis		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
P&B Output Code	Output S3.1.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming.	<i>revised EPOA guided by assessment findings.</i>																
	Activities planned	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP055	Conduct Emergency Needs Assessment in identified districts			X	X	X												
AP055	Regular monitoring of Drought response operation			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
AP055	Conduct drought response operation lessons learnt workshop															X	X	

Budget

DREF OPERATION

MDRAF004 Afghanistan: Drought 2018

30/10/2018

Budget Group	DREF Budget CHF
Food	176,000
Teaching Materials	2,000
Emergency Response Units	8,000
Total RELIEF ITEMS, CONSTRUCTION AND SUPPLIES	186,000
Distribution & Monitoring	48,000
Total LOGISTICS, TRANSPORT AND STORAGE	48,000
International Staff	9,000
Total PERSONNEL	9,000
Workshops & Training	6,000
Total WORKSHOP & TRAINING	6,000
Programme and Services Support Recovery	16,185
Total INDIRECT COSTS	16,185
TOTAL BUDGET	265,185

Reference documents



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How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



Save lives.
protect livelihoods,
and strengthen recovery
from disaster and crises.



Enable **healthy**
and **safe** living.



Promote **social inclusion**
and a culture of
non-violence and **peace**.