The most powerful drivers for humanitarian action are our hearts and our minds. We harness policy, strategy and organizational development, learning from the past and anticipating the future, amplifying the voices of youth and volunteers, striving to be more inclusive, promoting the values of the Red Cross and Red Crescent, to protect those at risk and improve lives.

Over the past two years, we supported the IFRC network to develop a visionary strategy: Strategy 2030, which calls for transformative action to ensure that National Societies and the IFRC remain fit for purpose, ready to accompany people and communities to tackle today’s threats to their security and well-being and prepare for tomorrow. In 2020 and beyond, we will lead by example in the implementation of the seven transformations of Strategy 2030.
Our priority remains to support National Societies to become the strongest and most trusted local actors, embracing diversity and facilitating inclusion, inspiring and mobilizing youth and volunteers, fueled by robust and innovative financial systems.

We will continue to build our efforts to scale up the network’s capacities in protection, gender and inclusion, and work together on effective external advocacy on behalf of vulnerable people.

We will strengthen the global IFRC network—contributing to National Societies’ digital transformation, connecting their local units and communities into a global distributed network.

We will contribute to an accountable and well managed IFRC Secretariat through state-of-the art monitoring and evaluation, ensuring that we constantly learn and innovate, striving, with National Societies, to best serve the most vulnerable communities around the world.
PRIORITY 1: SUPPORT NATIONAL SOCIETIES

The Policy Strategy and Development (PSD) Department manages the IFRC’s National Society Development and Volunteering functions—enabling National Societies to make a greater difference in the lives of vulnerable people. We do this by ensuring that National Societies and their branches have the necessary financial, legal and managerial systems to underpin their strategies and plans; that they attract, train and retain volunteers; that they are digitally able to support their services and programmes; that they have robust systems for accountability and that they are able to learn from a shared culture of innovation and best practice. In 2020, we will:

Enhance National Society Development

- Develop an online collaborative environment to facilitate peer support among National Societies, and between National Societies and external partners
- Implement the National Society Development Compact which reinforces the role of a National Society to lead its own development, and the coordination role of the IFRC Secretariat
- Improve understanding of NSD in emergencies and conflicts through action learning and research
- Develop a package of policy and practical guidance for National Societies on organisational integrity
- Develop materials and facilitate National Societies in their creation and use of updated strategic plans aligned with Strategy 2030
- Increase data literacy with online and classroom training

Further develop volunteering

- Increase diversity of volunteers
- Provide more opportunities for participation that are better suited to their needs and motivations
- Support and coordinate the Volunteering Alliance (composed to date of 74 National Societies)
- Develop standards for the safety and security of volunteers
- Support youth engagement by expanding the participation of Red Cross Red Crescent Youth by localising the Global Compact for Young People in Humanitarian Action, disseminating knowledge and best practices
- Pilot a new Youth Leadership Development Program
National Societies need systems and capacities in place to face the challenges of a rapidly changing world. The IFRC calls for an expansion of **National Society Development investment** in the priorities identified by OCAC and BOCA assessments. In 2020, we request funding to:

### Scale up Capacity Assessment and Certification

- Identify needs through the enhanced Organizational Capacity Assessment and Certification (OCAC)’ processes at national level and Branch Organizational Capacity Assessment (BOCA) at local level
- Increase the outreach of BOCA to a significant number of local branches and identify trends and global priorities
- Conduct a Gender and Diversity Organisational Assessment of programmes, operations and tools, identify needs and develop an action plan for gender and diversity integration throughout organizational policies, programme development and service delivery
- Ensure a harmonised approach to performance tracking through the Federation-wide databank and reporting system; collect on an annual basis disaggregated data on key indicators (sex, age and disability) and publish the *Everyone Counts* report

### Expand Investment Funds

- Scale up the National Society Investment Alliance (NSIA), a pooled fund created in conjunction with the International Committee of the Red Cross (ICRC) which provides flexible, multi-year financing for organizational development, focusing especially on high and very high-risk countries
- Reengineer the Capacity Building Fund (CBF) to better match the membership’s priorities
- Increase investment in existing National Society Development initiatives
PRIORITY 2: STRENGTHEN THE IFRC NETWORK

We support the IFRC Network (National Societies, reference centres and Secretariat) in ensuring a PGI (Protection², Gender³ and Inclusion⁴) approach towards strengthening the contextualised management of protection and inclusion concerns, looking at immediate risks and consequences of violence, discrimination and exclusion, and the causes of those risks. We particularly focus on women, youth, older people and people with disabilities. In 2020, we will:

**Mainstream expertise**

- Ensure full inclusion of marginalized people, notably persons with disabilities, in emergency preparedness and response.
- Scale up National Society and IFRC Protection Gender and Inclusion expertise in surge mechanisms, processes and tools.
- Support National Societies in the development and implementation of their own policies related to integrity and ethical behaviour, including on PSEA (preventing sexual exploitation and abuse); Support National Societies in building their capacities to prevent and respond to SGBV (sexual and gender-based violence) in disasters and other emergencies.

**Influence others**

- Support National Societies and the IFRC Network’s advocacy notably for increased investment in the strengthening of local humanitarian organizations, safe and inclusive volunteering, stronger disaster laws, support for vulnerable communities including migrants and refugees.
- Support young people to be agents of change in preventing violence.
- Support and contribute towards improving access to, continuity of and enhancing equity and inclusion in education.
The PSD Department leads the IFRC’s policy and humanitarian diplomacy work: it represents National Societies as a global network of local actors working at the community level, offering a unique perspective on some of the long-standing challenges to effective aid. In 2020, we will:

**Further evidence-based research and develop tools**

- Publish the 2020 edition of the World Disasters Report (WDR) on the humanitarian impacts of the climate crisis
- Publish the first global Index on Domestic Disaster Law and Policy and a comprehensive mapping of how the auxiliary role is expressed in sectoral laws and policies around the world
- Roll out the newly endorsed Checklist on Law and Disaster Preparedness and Response and launch research on a future Checklist on Law and Disaster Recovery

**Contribute to improving the humanitarian (eco)system**

- Co-sponsor with the United Nations a global conference on volunteering and build consensus on the integration of community-based health volunteers in public health planning and investment, particularly around pandemic control
- Promote initiatives to bridge gaps in local level climate change adaptation
- Co-lead the Grand Bargain’s Localisation Workstream to promote implementation of the commitments and support the IFRC network in rolling out localisation ambitions in Strategy 2030
PRIORITY 3: LEARN, INNOVATE AND TRANSFORM

The PSD Department drives organization-wide planning, monitoring, evaluation and reporting to enhance and capture the impact of the IFRC’s work and to strengthen accountability. In 2020, we will:

Accountability and Transparency
- Develop tools and guidance to promote improved monitoring and reporting to donors and the public; Facilitate and coordinate evaluations and reviews, sharing findings to foster transparency and organizational learning.
- Apply gender, age and disability lens in our planning and progress assessment.

Policy Development and Implementation
- Support the development or revision of policies on child protection, volunteering and health-related topics.
- Facilitate the implementation of newly adopted policies on Gender and Diversity, Environment and Mental Health and Psycho-social Support.

We also drive organisational learning, the development of new approaches to innovation and the use of futures and foresight analysis within programming, policy and strategy development.

Transformation
- Drive an organisational learning and change process to ensure that the IFRC and its National Societies have a sustainable humanitarian impact and are capable of navigating and thriving through the complex challenges and opportunities emerging in contemporary contexts.
- Establish the Solferino Academy to prompt thinking through complex problems across the Network, develop and implement solutions and promote innovation.
- Support digital transformation as part of organizational change in the IFRC and National Societies.

Innovative Financing
- Support National Societies to access, structure, implement and build capacity with innovative financing models and programmes that can transform our entire value chain, partnerships and business models including Islamic Financing, impact investments, insurance, business development and asset management options for National Societies.
- Support National Societies to surface and enhance local innovation practices and to build open approaches to idea generation and programming.
OUR IMPACT

We serve the needs of local communities through a global network of strong, well-functioning and sustainable National Societies. We enable the development of capacities and platforms that support National Societies to save and improve people’s lives. Here are a few examples:

- Investing in localised leadership through our network of 165,000 local offices contributes to the empowerment of local actors in major disasters, conflicts and crises, which above all saves lives. It enables volunteers around the world to capture the needs of grassroot communities and transform them into relevant services, sustained for as long as required.

- Driving disaster and climate policy towards investment in community-level resilience ensures that we reach disaster-affected people more effectively and appropriately, especially those most at risk of being left behind.

- Developing and piloting a Federation-wide volunteer solidarity mechanism to replace or complement the IFRC’s current volunteer insurance scheme improves the safety and security of volunteers.

- Promoting the implementation of PSEA policies in National Societies helps to ensure that people we support are safeguarded and can report violations that occur as well as systems for disclosure in the case of job candidates with a disciplinary record of PSEA violations.

- Increasing the quality of training on protection and the number of deployments of PGI specialists contribute towards addressing the needs of people at risk of violence, especially children, youth and all those at risk of sexual and gender-based violence.

- The implementation of the IFRC’s education strategic framework enables National Societies to ensure that children and youth have equal and safe access to quality education at all times.

OUR FUNDING REQUIREMENT

Our total funding requirement to implement the PSD plan for 2020 is CHF 19,500,000. It will be funded by a combination of funding streams coming from the IFRC Secretariat’s regular allocations and donor contributions:

CHF 9,700,000 planned from IFRC regular resources

CHF 9,800,000 sought in donor contributions (see Annex 1 for budget details)

Endnotes
1 To date, 123 National Societies have undertaken OCAC.
2 Keeping people safe from harm - No-one left unsafe
3 Understanding and analyzing different needs, capacities and risks of individuals based on their gender (age, disability etc.) - No-one left behind
4 Addressing inequalities between people - No-one left out
# ANNEX 1: BUDGET OVERVIEW

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>REGULAR (CHF)</th>
<th>OTHER RESOURCES (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AOF 6: PROTECTION, GENDER AND INCLUSION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe and equitable access to basic services</td>
<td>288,141</td>
<td>544,000</td>
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<tr>
<td>Access to opportunities and rights for marginalized or excluded people</td>
<td>204,348</td>
<td>100,000</td>
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<tr>
<td>Prevention of SGBV and other forms of violence (especially against children)</td>
<td>368,712</td>
<td>376,000</td>
</tr>
<tr>
<td>Advocacy initiatives to prevent and respond to violence (especially SGBV and violence against children)</td>
<td>148,920</td>
<td>150,000</td>
</tr>
<tr>
<td>Educational and community awareness raising programmes</td>
<td>90,780</td>
<td>50,000</td>
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<tr>
<td><strong>SFI 1: STRENGTHEN NATIONAL SOCIETIES</strong></td>
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<tr>
<td>NS leadership development</td>
<td>161,448</td>
<td>161,000</td>
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<td>NS organizational capacity assessment</td>
<td>678,232</td>
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<td>NS volunteering development</td>
<td>1,344,086</td>
<td>150,000</td>
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<td>NS strong youth voice and youth engagement</td>
<td>746,828</td>
<td>37,000</td>
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<tr>
<td>NS corporate infrastructure and systems (including NS investment funds)</td>
<td>1,918,228</td>
<td>6,416,000</td>
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<td>NS strategic plan, statute and governance structure</td>
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<td>180,000</td>
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<td>NS auxiliary role</td>
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<td>6,000</td>
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<tr>
<td>Learning, innovation and knowledge brokering for the network</td>
<td>1,387,047</td>
<td>472,000</td>
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<td><strong>SFI 3: INFLUENCE OTHERS AS LEADING STRATEGIC PARTNER</strong></td>
<td></td>
<td></td>
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<tr>
<td>IFRC and NS are visible, trusted and effective advocates on humanitarian issues</td>
<td></td>
<td>355,326</td>
</tr>
<tr>
<td>Developing IFRC policies/positions on sound evidence and consultation</td>
<td></td>
<td>354,786</td>
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<tr>
<td>Research and evaluation that inform advocacy, resource mobilization and programming (including the World Disasters Report)</td>
<td>569,535</td>
<td>355,000</td>
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<tr>
<td>Influencing outcomes of intergovernmental, interagency and academic forums on humanitarian and development policy</td>
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<td>330,000</td>
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<tr>
<td>Support for NS policy and legislative advocacy at national level (including Disaster Law)</td>
<td>456,801</td>
<td>343,000</td>
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<tr>
<td>Resource generation and accountability models</td>
<td>440,490</td>
<td>40,000</td>
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<tr>
<td><strong>SFI 4: ENSURE EFFECTIVE IFRC</strong></td>
<td></td>
<td>186,292</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td>9,700,000</td>
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Contact information on the Policy, Strategy and Development Department for partners who wish to find out more:

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The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world’s largest humanitarian network. With around 13.7 million volunteers working in 190 National Red Cross and Red Crescent Societies, it reaches 150 million people around the globe. This unique set up is intrinsically local and based on the strengths of volunteers who are part of their communities. The staff and volunteers are present on the ground and act before, during and after disasters and health emergencies to save, meet the needs and improve the lives of people. The IFRC is part of the International Red Cross and Red Crescent Movement which defined the Fundamental Principles: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality. These principles are the backbone of all our actions. We act without discrimination and remain at all times committed, in this fast-changing world, to ‘saving lives and changing minds’.
The **Fundamental Principles** of the International Red Cross and Red Crescent Movement

**Humanity**  The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

**Impartiality**  It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality**  In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Independence**  The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary service**  It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity**  There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality**  The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.