This document details the IFRC’s support in areas agreed upon with the relevant National Society. The IFRC seeks resources to carry out this country/cluster plan listed here as funding requirements.
Southern Africa has a population of over 184 million, with 60 percent of the population living in urban areas. This rise in urbanisation means more young people are living in towns where employment opportunities are limited. Although some countries in the region have succeeded in reaching middle-income status, poverty and vulnerability remain high. Every year, the countries in Southern Africa are adversely affected by both human induced and natural disasters such as drought and floods, as well as trans-boundary and socio-economic crises. These hazardous events result in loss of lives, assets, livelihoods and damage to the environment, leading to weakened food and nutrition security, fragile environments, forced migration, health risks, increased vulnerability and poverty for those living in Southern African countries.

These crises are further aggravated by the impact of climate change. Since 2016, the region has experienced variability in rainfall patterns and distribution, resulting in serious recurrent drought and destructive floods and cyclones that disproportionately affect those whose livelihoods rely on agricultural practices. This was witnessed in Mozambique, Malawi and Zimbabwe in 2019.

In 2020, the response to the ongoing COVID-19 outbreak in Southern Africa was effective, especially in South Africa, the epicentre of the pandemic. The response identified the Red Cross Movement as one of the main facilitators in the response and recovery efforts in the region. Given the increasing frequency and complexity of such crises in Southern Africa, a holistic approach is needed. To this end, the IFRC vision continues to be anchored on 6 key pillars: National Society Development, Disaster Risk Management, Health, Communications and Partnerships, Resource Development and Programme Quality and Accountability. The latter cuts across the other five pillars and includes Community Engagement and Accountability (CEA), Protection, Gender and Inclusion (PGI) and Planning, Monitoring, Evaluation and Reporting (PMER).

The region's vulnerability to disasters is exacerbated by several structural problems, such as poor governance, poverty, high illiteracy levels and a lack of access to basic social services. According to the World Health Organisation, Africans are living longer and healthier lives, but it also warns that millions still face the challenge of chronic diseases. Life expectancy on the continent rose from 44.4 years at the turn of the century to 53.8 years in 2015.
ROLE OF THE CLUSTER OFFICE

Collaboration

SADC Resilience Working Group, SADC Disaster Risk Reduction and Regional Vulnerability Assessment Units, Regional Vulnerability Assessment Committee (RVAC), Regional Inter-Agency Standing Committee (RIASCO), Southern Africa Regional Cash Working Group, Food & Nutrition Security Working Group (FNSWG)

The IFRC Southern Africa Cluster delegation works with ten (10) Red Cross National Societies in the Southern Africa region: Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. The IFRC inspires, encourages, facilitates, promotes, and coordinates all forms of humanitarian activities by the National Societies. Through the presence of the National Societies in communities and a strong network of local branches and volunteers, the IFRC can reach neglected areas and effect local action in a context where governments are often unable to do so.

The National Societies in the region are at various stages of development, necessitating the need for continued investment in good leadership, capacity building and the creation of strategic partnerships with government and other partners. Governance leadership is a challenge to some National Societies, including in Zambia and Zimbabwe and in each of the National Societies, improved accountability and financial management is required.

National Society operations in Southern Africa reflect the digital challenges faced by the entire region, with capacity building in technical and digital skills a major priority. Despite myriad challenges in a region where the majority of countries fall in the lower half of the UN Human Development Index, the IFRC has made significant progress in creating structures and strengthening governance, enabling the delivery of successful programmes. Drought, flood and cyclone prone areas are in particular need of support, while anticipatory approaches such as Forecast-based Financing (FbF) help Southern African countries to deal with recurring disasters.

In a region suffering from a history of neglect, particularly in the protection and inclusion of women and marginalised groups, the National Societies have been successfully integrating CEA and PGI approaches into programming. Continual efforts in both these areas reflect a growing global shift towards listening to the needs of communities, creating a far more effective humanitarian response. The IFRC is becoming a trusted and authoritative voice for the countries it supports in the region, representing communities in a way that other humanitarian facilitators are not able to. Additionally, the IFRC continues to participate in inter-agency working groups, growing its reputation as a representative of communities whose voices are not typically represented on these forums.
## Membership coordination

<table>
<thead>
<tr>
<th>Name of Partner National Society</th>
<th>Climate</th>
<th>Crises</th>
<th>Health</th>
<th>Migration</th>
<th>Inclusion</th>
<th>Engaged</th>
<th>Accountable</th>
<th>Trusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Red Cross</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Red Cross</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgian Red Cross</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Red Cross</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Danish Red Cross</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Finnish Red Cross</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Icelandic Red Cross</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Italian Red Cross</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>German Red Cross</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese Red Cross</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Netherlands Red Cross</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norwegian Red Cross</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spanish Red Cross</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MEMBERSHIP COORDINATION AND MOVEMENT FOOTPRINT

Movement footprint

The role of the IFRC in Southern Africa is to support its member National Societies in all areas of operation, including facilitating membership growth and nurturing effective leadership. It also coordinates peer to peer support to enable knowledge sharing among National Societies.

The IFRC engages representatives from the International Committee of the Red Cross (ICRC), and 13 partner National Societies in the region. Movement partners work together to support the National Societies and contribute to shared leadership in different thematic areas.

The ICRC presence in the region has its main delegation in Pretoria, with missions in Angola, Mozambique and Zimbabwe. It supports National Societies with Restoring Family Links (RFL) and in preparation for statutory meetings through the Regional Legal Office. The IFRC works closely with ICRC on many of the common issues in Southern Africa.

Movement partners and external partners providing support to the National Societies include the Southern African Development Cooperation (SADC), the European Union Directorate General for European Civil Protection and Humanitarian Aid Operations (ECHO), United States Agency for International Development (USAID), Lars Amundsen Foundation and various UN agencies (UNFPA, UNICEF and WFP). With a strong resilience agenda in Southern Africa, partnerships with the African Risk Capacity Ltd, SADC Resilience Unit, Southern African Regional Climate Outlook Forum (SARCOF), African Development Bank Climate Change Fund, Civil Society, academia and other stakeholders will continue to be fostered. New forms of partnership are also being explored, such as the Islamic Development Bank for the ONE WASH concept.

Through the Southern Africa Partnership of Red Cross Societies (SAPRCS), National Societies collaborate and cooperate among themselves to become the trusted humanitarian partners of choice in the region with the structure and resources to carry out this vital work.

Regionally, the IFRC participates and actively contributes to coordination fora, including SADC’s Disaster Risk Reduction and Regional Vulnerability Assessment units. The Regional Vulnerability Assessment Committee (RVAC) spearheads vulnerability analysis and food security at both regional and country levels. The IFRC is also a member of the Regional Inter-Agency Standing Committee (RIASCO) which supports priority humanitarian issues in the region. The IFRC is an active participant of regional groups such as the Southern Africa Regional Cash Working Group and the newly established Resilience Working Group, tasked to work on the development of the SADC Resilience Strategy.

Additionally, the IFRC co-chairs the Food & Nutrition Security Working Group (FNSWG) and leads the Disaster Law agenda at SADC level.
Southern Africa is heavily affected by climate change, with projections suggesting that the impact of climate change will become more severe over the coming decades. As disaster risks increase in the region, the frequency and intensity of hazards is resulting in increasingly vulnerable communities with limited capacities to deal with crises.

The main hazards experienced in the region include drought, floods, severe weather events, disease outbreaks, pest infestations, fires, and industrial accidents. Disasters arising from hydro-meteorological hazards such as drought, floods and cyclones have become more intense and more frequent. These disaster events have been further exacerbated by the negative impact of climate change, poverty, population growth and movements, HIV and AIDS, gender inequality, food insecurity, stress on natural resources, and increasing urbanisation. The situation is further compounded by institutional and technical capacity gaps in the region to deal with these risks.

**TARGET 1**
The IFRC will strengthen the capacity of 6 National Societies by implementing Forecast-based Financing (FbF) and delivery mechanisms as part of the early warning action system.

**TARGET 2**
The IFRC will train 100 National Society staff and volunteers in climate change impact assessment.

**TARGET 3**
The IFRC will support and advocate for the inclusion of climate change and adaptation in disaster risk management laws, policies and strategies in all 5 countries in Southern Africa.

**ACTIVITIES**
- The IFRC will support National Societies to roll out and implement Enhanced Vulnerability Capacity Assessments (EVCA) in their branches.
- The IFRC will train National Societies on climate risk management.
- The IFRC will roll out the Climate Fellowship programme to identify climate champions within National Societies.
- The National Societies will plan and design country operational plans and emergency appeals that are climate smart.
- The IFRC will train delegates and National Societies in how to undertake an environmental analysis.

1.98 million people in Zambia predicted to face high levels of acute food insecurity

3.4 million people in Zimbabwe projected to require assistance as a result of crises or emergencies from January to March 2021
Southern Africa is prone to recurrent climatic shocks. It has experienced normal rainfall in only one of the last five cropping seasons, causing the highest acute food insecurity situation in the past decade in 2019. This prompted governments and international facilitators to provide humanitarian support to the region. The disasters are closely linked and often reflect the wider regional economic, social, and demographic context.

The 2020 Synthesis Report estimates that close to 44.8 million people in Southern Africa are food insecure, with the COVID-19 situation aggravating the hunger situation in the region in many households due to loss of employment and reduced remittances. Consumption-based coping strategies not as resilient as they once were. The effects of up to three consecutive poor harvests in Southern Africa have been highly detrimental for agriculture-based livelihoods and will continue to drive down crop and livestock production, the mainstay of an estimated 70 percent of the population's livelihoods.

The impacts of drought have eroded the production capacity of smallholder farmers during the 2019-2020 season, and potential negative food security, nutrition and economic outcomes are forecast. In areas that suffered from the two cyclones, and those that suffered from drought (Southern Angola, Northern Namibia and Southern Zambia), there are serious concerns about the loss of adapted traditional landraces upon which many farmers rely for agricultural production.

In addition, economic prospects in Southern Africa have changed dramatically due to the spread of COVID-19. Even before this health emergency, the opportunities for development in the area were not enough to have any significant effect on poverty levels. Preliminary projections based on the latest available global economic outlooks suggest that the COVID-19 pandemic may add an additional 83 million people to the existing 132 million undernourished people.

These successive shocks have exacerbated existing structural vulnerabilities, weakened coping capacities and forced whole sections of society to become dependent on external assistance to break the recurring cycle of vulnerability and crisis. The current rate of urbanisation has also resulted in tens of thousands of the most vulnerable people residing in informal settlements. These are weakly governed, unplanned, offer little economic opportunity and are often located in areas with increased exposure to threats such as disease, flooding, and violence.

**ACTIVITIES**

- The IFRC will roll out the Preparedness for Effective Response (PER) approach in 4 National Societies
- The IFRC will carry out National Response Team (NRT) training in 4 National Societies The IFRC will support National Societies with roll out and implementation of the Continental Early Warning System (CEWS) Framework
- The IFRC will support the planning of national Early Action Protocols (EAP)
- The IFRC will support National Societies to develop long term food security programmes
- The Southern Africa Cluster will organise a campaign to raise broader awareness and funding to address the needs of regional food insecurity
Southern Africa remains the global epicentre for the HIV epidemic, with a high prevalence of tuberculosis. Southern African National Societies have a long history of implementing community-based activities to combat HIV & tuberculosis and continue to prevent new infections within communities.

HIV prevalence exceeds 20% of people in Eswatini, Lesotho, South Africa and Botswana, while Zimbabwe, Mozambique, Namibia and Zambia all report an adult HIV prevalence of at least 10%. South Africa has 7.8 million cases of HIV/AIDS. Young women aged 15–24 years account for 26% of new HIV infections in the region. A holistic approach is needed to reach young people with the information and services they need to protect themselves from the disease.

Seven of the countries are also among WHO’s highest burden tuberculosis countries in the world: Angola, Lesotho, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. However, when it comes to countries with a high prevalence of both HIV and tuberculosis, all ten Southern African countries are on this list. Angola, Mozambique, South Africa and Zimbabwe are also listed among the countries with a high multidrug-resistant tuberculosis burden.

Other notable health issues include malaria, non-communicable diseases and mental health issues. In 2021, the IFRC will continue to operationalise the Mental Health and Psychosocial support (MHPSS) Policy and Resolution. The IFRC supports National Societies in their efforts to meet the mental health and psychosocial support needs of communities, as well as volunteers and staff.

Water, Sanitation and Hygiene (WASH) continues to be an issue in Southern Africa, disproportionately affecting the poorest and most vulnerable communities in high-risk countries. There have been regular outbreaks of cholera, which is currently at endemic status in Southern Africa, in Angola, Malawi, Mozambique, Zambia and Zimbabwe, exacerbated by rapid and often unplanned urbanisation and population growth.

Mortality rates attributed to exposure to unsafe WASH services are high in several countries. Poor, vulnerable and hard-to-reach populations that have limited or non-existent access to affordable, equitable and sustainable WASH services in cholera ‘hotspots’ will be the primary target group for humanitarian assistance.

**ACTIVITIES**

- The IFRC will support the formation and training of Water Users Committees and Sanitation Committees in at least 1 National Society
- The IFRC will support construction of communal and institutional latrines and household demonstration latrines in at least 1 National Society
- The IFRC will facilitate the procurement and distribution of hand washing facilities in at least 1 National Society
- Training of Hygiene Promotion and cholera prevention in at least 3 National Societies
- The IFRC will support 5 National Societies to develop a health/WASH strategy
- The IFRC will support 3 National Societies to integrate CEA approaches into community health programming
- The IFRC will support 5 National Societies to conduct training on HIV and tuberculosis, including preventive measures and treatment adherence, for community members, peer-educators, volunteers and caregivers
- The IFRC will provide technical support to 3 National Societies for sexual and reproductive health education aimed at children and adolescents
- The IFRC will monitor calls for proposals and link National Societies with funding opportunities for Sexual and Reproductive Health Rights (SRHR)
The Southern Africa region experiences assorted types of movement, including mixed and irregular migration, labour migration, and internal displacements due to conflict and natural disasters. Climate change and disasters continue to influence human movement and displacement and have a major impact on food security.

According to the IOM regional strategy for Southern Africa 2019–2030, due to its strong economic position, the region experiences a high volume of migration due to work opportunities in the mining, manufacturing and agricultural industries. South Africa, Botswana, Zambia and Angola attract both skilled and unskilled migrants from within the region.

Southern Africa continues to experience a substantially high increase in regular and irregular migration flows, originating from the Horn of Africa and consisting of refugees, asylum seekers and economic migrants. Many of these migrants face significant challenges in meeting basic needs and accessing essential services during their journeys. Irregular migrants are often denied access or fear approaching service providers due to the possibility of arrest or being reported to authorities. There is a need to better network, partner and build the capacity of National Societies in the region to better anticipate, plan and coordinate migration.

**ACTIVITIES**

- The IFRC will encourage National Societies to include migration and displacement in existing country strategies and response operations
- The IFRC will support National Societies in cross border cooperation and communication, enhancing a route-based approach to migration
- The IFRC will provide training on migration policies and strategy to at least 4 National Societies, targeting 40 National Society staff and volunteers
Emergency situations exacerbate gender inequalities and Sexual and Gender-based Violence (SGBV) and violence against children. Southern African National Societies are some of the most active on Protection, Gender and Inclusion (PGI) provision on the continent. The PGI activities in the region extend beyond data collection and analysis. Training for staff and volunteers during the COVID-19 pandemic was planned and provided to seven of the National Societies in Southern Africa.

The Botswana National Society prioritises the inclusion of migrants in its activities and has assisted these groups throughout the COVID-19 response, while the Zambia National Society created a COVID-19 video which included people with visual and hearing impairments. Disability inclusion is also addressed in a new comic book on COVID-19 for children with disabilities, created in collaboration between the IFRC, the South Africa National Society, and UNDP.

Child protection and inclusion has been a major theme for a number of National Societies. The Botswana National Society has made significant progress with a child protection and wellbeing project in collaboration with UNICEF, which targets 11,000 children and 9,000 caregivers during the COVID-19 response. The Lesotho National Society began a landmark livelihoods project, funded by the Australian National Society and focusing specifically on child protection.

Education remains an important means of ensuring the protection and inclusion of all children. The Malawi National Society reached nearly 500,000 people through programmes that address education-related needs. The Lesotho National Society has been active in assisting girls who have been coerced or forced into child marriage through the establishment and maintenance of referral pathways and the provision of PSS. SGBV has also been an area of focus for National Societies, with the Botswana National Society running community and media campaigns for the prevention of SGBV and providing information to survivors. The IFRC will continue to provide these services to those in need.

**ACTIVITIES**

- The IFRC will support 3 National Societies to develop and implement policies on the Prevention of Sexual Abuse and Exploitation (PSEA), Gender and Diversity or PGI, Code of Conduct and Child Safeguarding
- The IFRC will support 2 National Societies to develop and deploy PGI rapid responders
- The National Societies will review and monitor all Emergency Appeals, DREFS and EPoAs for PGI mainstreaming
- IFRC and National Society staff will participate in trainings held on the inclusion of persons with disabilities in humanitarian action
- The National Societies will establish and provide mandatory briefings for all staff and volunteers on PGI in emergencies, including SGBV, child protection, human trafficking and PSEA

**VALUES, POWER, AND INCLUSION**

Funding requirement in Swiss francs

50,000

Emergency situations exacerbate gender inequalities and Sexual and Gender-based Violence (SGBV) and violence against children. Southern African National Societies are some of the most active on Protection, Gender and Inclusion (PGI) provision on the continent. The PGI activities in the region extend beyond data collection and analysis. Training for staff and volunteers during the COVID-19 pandemic was planned and provided to seven of the National Societies in Southern Africa.

The Botswana National Society prioritises the inclusion of migrants in its activities and has assisted these groups throughout the COVID-19 response, while the Zambia National Society created a COVID-19 video which included people with visual and hearing impairments. Disability inclusion is also addressed in a new comic book on COVID-19 for children with disabilities, created in collaboration between the IFRC, the South Africa National Society, and UNDP.

Child protection and inclusion has been a major theme for a number of National Societies. The Botswana National Society has made significant progress with a child protection and wellbeing project in collaboration with UNICEF, which targets 11,000 children and 9,000 caregivers during the COVID-19 response. The Lesotho National Society began a landmark livelihoods project, funded by the Australian National Society and focusing specifically on child protection.

Education remains an important means of ensuring the protection and inclusion of all children. The Malawi National Society reached nearly 500,000 people through programmes that address education-related needs. The Lesotho National Society has been active in assisting girls who have been coerced or forced into child marriage through the establishment and maintenance of referral pathways and the provision of PSS. SGBV has also been an area of focus for National Societies, with the Botswana National Society running community and media campaigns for the prevention of SGBV and providing information to survivors. The IFRC will continue to provide these services to those in need.

**ACTIVITIES**

- The IFRC will support 3 National Societies to develop and implement policies on the Prevention of Sexual Abuse and Exploitation (PSEA), Gender and Diversity or PGI, Code of Conduct and Child Safeguarding
- The IFRC will support 2 National Societies to develop and deploy PGI rapid responders
- The National Societies will review and monitor all Emergency Appeals, DREFS and EPoAs for PGI mainstreaming
- IFRC and National Society staff will participate in trainings held on the inclusion of persons with disabilities in humanitarian action
- The National Societies will establish and provide mandatory briefings for all staff and volunteers on PGI in emergencies, including SGBV, child protection, human trafficking and PSEA

**VALUES, POWER, AND INCLUSION**

Funding requirement in Swiss francs

50,000

Emergency situations exacerbate gender inequalities and Sexual and Gender-based Violence (SGBV) and violence against children. Southern African National Societies are some of the most active on Protection, Gender and Inclusion (PGI) provision on the continent. The PGI activities in the region extend beyond data collection and analysis. Training for staff and volunteers during the COVID-19 pandemic was planned and provided to seven of the National Societies in Southern Africa.

The Botswana National Society prioritises the inclusion of migrants in its activities and has assisted these groups throughout the COVID-19 response, while the Zambia National Society created a COVID-19 video which included people with visual and hearing impairments. Disability inclusion is also addressed in a new comic book on COVID-19 for children with disabilities, created in collaboration between the IFRC, the South Africa National Society, and UNDP.

Child protection and inclusion has been a major theme for a number of National Societies. The Botswana National Society has made significant progress with a child protection and wellbeing project in collaboration with UNICEF, which targets 11,000 children and 9,000 caregivers during the COVID-19 response. The Lesotho National Society began a landmark livelihoods project, funded by the Australian National Society and focusing specifically on child protection.

Education remains an important means of ensuring the protection and inclusion of all children. The Malawi National Society reached nearly 500,000 people through programmes that address education-related needs. The Lesotho National Society has been active in assisting girls who have been coerced or forced into child marriage through the establishment and maintenance of referral pathways and the provision of PSS. SGBV has also been an area of focus for National Societies, with the Botswana National Society running community and media campaigns for the prevention of SGBV and providing information to survivors. The IFRC will continue to provide these services to those in need.

**ACTIVITIES**

- The IFRC will support 3 National Societies to develop and implement policies on the Prevention of Sexual Abuse and Exploitation (PSEA), Gender and Diversity or PGI, Code of Conduct and Child Safeguarding
- The IFRC will support 2 National Societies to develop and deploy PGI rapid responders
- The National Societies will review and monitor all Emergency Appeals, DREFS and EPoAs for PGI mainstreaming
- IFRC and National Society staff will participate in trainings held on the inclusion of persons with disabilities in humanitarian action
- The National Societies will establish and provide mandatory briefings for all staff and volunteers on PGI in emergencies, including SGBV, child protection, human trafficking and PSEA
ENABLER 1
ENGAGED WITH RENEWED INFLUENCE, INNOVATIVE AND DIGITALLY TRANSFORMED WITH GREATER EMPHASIS ON NATIONAL SOCIETY DEVELOPMENT

Funding requirement in Swiss francs
120,000

The IFRC will support National Societies in Southern Africa to strengthen their engagement with partners within and outside the network, working collectively on the key challenges facing communities.

The IFRC will ensure that National Society strategic plans are aligned with the IFRC Strategy 2030. The IFRC will also support National Society annual plans and budget processes.

The IFRC will support National Societies to migrate most of their services to digital platforms and to make use of social media platforms to promote their work and increase engagement. National Societies will also be encouraged to feed activities through the IFRC's social platforms.

National Societies are supported by the IFRC with communications and public advocacy resources, aimed at increasing impact and nurturing public trust and understanding of their roles and activities. The IFRC will also support National Societies to set up better communication structures and conduct self-assessments.

National Societies will keep relevant organisations well informed about their role and activities, and that of the IFRC, by holding informative sessions with government and public authorities, producing annual reports and data-backed content and regularly updating representatives of humanitarian and development agencies and ministries.

The IFRC will support National Societies to strengthen their auxiliary role in humanitarian and development forums. National Societies are provided with tools and advice to effectively advocate for the role of the National Society and the IFRC in the humanitarian sector, influencing both public behaviour and policy change at the domestic, regional and global levels.

The IFRC will encourage National Societies to put an effective HR unit and policy in place that guides recruitment procedures, as well as an election procedure that supports unbiased selection during the process of electing new leadership.

The IFRC will also support National Societies to develop a strategy that appreciates innovation and the use of new technology and to try innovative platforms for service delivery and resource mobilisation. National Societies will be encouraged to establish digital communication platforms to share key materials digitally, with the IFRC supporting the training of branch managers in key computer literacy skills.

ACTIVITIES
• The IFRC will support and ensure that National Society strategic plans are aligned to the IFRC Strategy 2030
• The IFRC will standardise easy to understand, clear, informative, data-backed content to represent National Societies and the IFRC network across the region
• The IFRC will provide National Societies with simple and affordable tools and advice to ensure that communication effectively advocates for the role of National Societies and the IFRC
• The IFRC will develop a strategy that values innovation and use of new technology in National Society work
• The IFRC will support National Societies to train branch managers in key computer literacy skills and to digitalise operations
ENABLER 2
ACCOUNTABLE WITH AN AGILE MANAGEMENT AND A RENEWED FINANCING MODEL WITH GREATER EMPHASIS ON NATIONAL SOCIETY DEVELOPMENT

Funding requirement in Swiss francs
150,000

The IFRC has developed a new financing architecture to increase financial resources for the benefit of National Societies. It will continue to review the best models available and encourage the National Societies to look into the IFRC digital fundraising agenda. The IFRC will support the National Societies to develop resource development and mobilisation strategies that help achieve the 50% domestic fundraising and encourage National Societies to engage with public authorities to secure government grants.

TARGET 1
50% domestic funding by each National Society

ACTIVITIES
• The IFRC will encourage and support at least three National Societies to conduct annual audited accounts
• The IFRC will explore digital fundraising models
• The IFRC will develop innovative resource mobilisation and development strategies for the region
• The IFRC will encourage and support National Societies to try entrepreneurial business models for income generation
ENABLER 3
TRUSTED BY COMMUNITIES, OWNED AND VALUED BY THE MEMBERSHIP
WITH GREATER EMPHASIS ON NATIONAL SOCIETY DEVELOPMENT

The IFRC will continue to support National Societies in their development to increase the relevance, reach and quality of sustainable humanitarian services and to become the trusted partner of choice for local humanitarian action with the capabilities to act in the global network. National Societies will review their existing strategic plans and develop new versions and establish innovative development plans to become self-sustainable.

The IFRC will support National Societies to put financial management systems and effective internal controls and tools in place. Trainings will be organised to strengthen fundraising tactics and peer to peer learning will be encouraged to support these activities. The IFRC will also support National Societies to develop resource mobilisation and development strategies.

National Societies will develop and implement guidelines, policies, tools and mechanisms to address fraud, corruption, sexual exploitation, abuse, discrimination and harassment, and put child safeguarding policies in place to protect young people. The IFRC will conduct a series of workshops to support National Societies to develop a Protection Against Sexual Exploitation and Abuse (PSEA) policy, as well as encourage the implementation of policies that cover fraud and corruption, conflict of interest and whistle-blower situations. National Societies will also be encouraged to put a risk management framework in place.

The IFRC prioritises volunteer development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts. Youth, volunteers and young community-based drivers of change from all backgrounds are encouraged to contribute to decision-making and innovation, ensuring a diverse volunteer network that reflects the communities they serve. The IFRC will work with National Societies to create an enabling environment for the youth to apply their gifts and potential while learning and offering their skills, knowledge, time and efforts to Red Cross work.

The IFRC will support National Societies to ensure that people and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and their livelihoods. The IFRC will provide consistent technical support to National Societies to institutionalise CEA into their ways of working, developing a CEA strategy or policy, or integrating CEA into existing strategies or policies.

To combat the ongoing COVID-19 pandemic, the IFRC will support National Societies to establish community feedback mechanisms, with a focus on the analysis and use of qualitative data to guide COVID-19 response. The IFRC will also provide guidance and tools to strengthen social mobilisation and risk communication on priority issues relating to the pandemic.

ACTIVITIES

• National Societies will support young people to participate in the 2021 Pan Africa Conference and the 2021 General Assembly
• The IFRC will support National Societies to review their youth policies
• The IFRC will provide technical guidance to integrate CEA in emergency plans of action and budgets
• National Societies will include CEA monitoring indicators in all programmes and operations
• The IFRC will promote Slack or Teams channels for the Cluster and countries where multiple partners are supporting CEA
The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world’s largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

Contact Information

**Michael Charles**  
Cluster Support Team  
**T** +278 341 32988  
[Michael Charles@ifrc.org](mailto:michael.charles@ifrc.org)

**Louise Daintrey**  
Head of Partnerships and Resource Development  
**T** +254 110 843978  
[Louise Daintrey@ifrc.org](mailto:louise.daintrey@ifrc.org)