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# Community preparedness and risk reduction Annual Report

 International Federation  
of Red Cross and Red Crescent Societies

**MAA00021**

**15/04/2013**

**This report covers the  
period 01/01/2012 to  
31/12/2012.**

*Photo: A woman working in a community-  
based garden project as part of the  
Gosheni Gravity Fed Irrigation Scheme.  
Tapiwa Gomo/IFRC*



## Overview

According to the 2012 DRR mapping, the International Federation of Red Cross and Red Crescent Societies and National Societies reached 23.2 million people through various disaster risk reduction (DRR) activities, which include community and National Society disaster preparedness (CBDP), climate change adaptation (CCA), climate change mitigation (CCM), livelihoods, food security (FS) and nutrition. The total investment in DRR was CHF 107.3 million. The IFRC's guide on mainstreaming DRR and CCA were finalized and the Framework for Community Safety and Resilience is in the process of revision.

The recurrent food crisis and their impact on malnutrition have shown the need for sustainable programmes addressing food and nutrition security issues, including sustainable livelihoods. Although the last 3 years have seen a progress in reducing malnutrition rates, the current figure of 870,000<sup>1</sup> hungry people is still unacceptable and there is a need to scale up our activities.

Climate change accelerates and increases the existing vulnerabilities of communities living in risk-prone parts of the world. It is crucial to scale up adaptation and mitigation efforts to assist those vulnerable to climate change in building safer and more resilient communities. To enhance National Societies' capacities to be well prepared to face these challenges, policy and operational guidance to National Societies (NS's) have been developed.

## Working in partnership

CPRR has maintained close cooperation with the ICRC and Partner National Societies (PNS) of Austria, Belgium, Canada, Denmark Finland, France, Germany, Ireland, Netherlands, Norway, Spain, Sweden, United Kingdom, United States of America, Iran and Qatar in facilitating the implementation of various bilateral and multilateral programmes.

<sup>1</sup>The state of food insecurity in the World 2012, FAO <http://www.fao.org/publications/sofi/en/>

It is working in close partnership with various stakeholders at all levels, including governments, UN agencies, non-governmental organizations (NGO), private sector, academia and civil society organizations (CSO), in the areas of information sharing, technical expertise, joint assessments, coordination and resource mobilization. These partnerships have been instrumental in holding various events and promoting the resilience agenda at various regional and global fora, including the UN Conference for Sustainable Development in Rio in June.

The IFRC is a member of the United Nations International Strategy for Disaster Reduction (UNISDR) and its Management Oversight Board, and the Inter-Agency Group (IAG). It is one of the only two permanent observers in the Consultative Group of the World Bank's Global Facility for Disaster Reduction and Recovery (GFDRR). It is an active member of the Inter-Agency Standing Committee (IASC). It is part of the global Food Security Cluster (gFSC) and the Global Nutrition Cluster (GNC). It is working in partnership with various UN agencies and international governmental and non-governmental organizations as well as the private sector, including the United Nations Development Programme (UNDP), Food and Agriculture Organization (FAO), World Food Programme (WFP), World Meteorological Organization (WMO), European Union (EU), Department for International Development (DFID), International Federation of Organic Agriculture Movement (IFOAM), Zurich Insurance Group, Nestlé, Accenture, Friesland Campina, Arup International Development, Lund University and various other partners. Efforts are being made to improve partnership with National Societies and private sectors through joint projects and multi-year cooperation agreement. As well, the IFRC enjoys observer privileges to the United Nations Framework Convention on Climate Change's (UNFCCC) and its annual Conference of the Parties (CoP).

During 2012 CPRR, in close coordination with the Humanitarian Diplomacy Division, followed up the Global Framework for Climate Services (GFCS) led by the WMO. IFRC attended key WMO events such as the WMO extraordinary congress and the Climate dialogue and is working very closely with them.

IFRC is in discussion with the Zurich Insurance Group and the Iranian Red Crescent Society to develop new partnership in the area of flood resilience and urban disaster risk reduction.

CPRR has re-established the contact with UNESCO to explore new opportunities of collaboration in support of NS's and Ministries of Education, together with other partners working on education for DRR, such as the Save the Children, Plan International, UNICEF. IFRC is participating in the Thematic Platform for Knowledge and Education for DRR.

An agreement was signed with the Cornerstone Foundation in June 2012 to develop a VCA online course. Furthermore, a partnership has been built with the African Union, the Economic Commission for Africa and the African Development Bank to jointly deal with the food and nutrition crisis in Africa. A partnership was signed with the World Society for Protection of Animals (WSPA) to enhance NS skills in livestock management. Moreover, discussions are in progress with the International Federation of Organic Agriculture Movement (IFOAM) to bring external good practices in support of sustainable agricultural production as well as with the International Food Policy Research Institute (IFPRI) to collaborate in research development on food security.

IFRC passed stage 1 of the application process to become a GEF implementing partner. It is now in the second phase of assessment by an external Accreditation Panel, with the GEF secretariat acting solely as an intermediary. If IFRC is found to meet all of the requirements, Stage 3 would be to sign an MOU and Financial Partnership Agreement (FPA). The finalization of this partnership between the IFRC and the GEF would have great potential for National Societies working in climate change adaptation and mitigation for the implementation of projects that could benefit from GEF financing, through the IFRC.

In the context of IFRC's contribution to mitigating the progression of climate change, the CPRR is looking into the mitigation potential of community-based activities and exploring climate finance opportunities, including carbon markets. An example of such an approach is explored in the context of the potential prolongation of the partnership with Land Rover around the provision of safe water. The Water, Sanitation

and Emergency Health Unit (WatSan/EH) wishes to scale-up the solar water pumping activities conducted within the framework of the Global Water & Sanitation Initiative (GWSI). In this context, and following up on Land Rover request to find a way to combine this activity with their carbon offsetting programme, an evaluation of the relative merits of different options for the carbon certification of such an activity is being conducted.

## Progress towards outcomes

### Business line 1: Raise humanitarian standards

**Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.**

#### Comments on progress towards outcomes

**OUPUT 1.1:** The *Framework for Community Safety and Resilience* is updated and utilized by National Societies as a primary guidance document to develop high-impact, cross-sectoral community-based programmes.

- The IFRC made its own definition of resilience in consultation with NSs, Zones, various departments in Geneva, as well as with key external partners. CPRR is working on revision of the Framework for Community Safety and Resilience. A concept paper and terms of reference for revision were developed to this end and the recruitment of consultants is in process.

**OUPUT 1.2:** National Societies have increased their capacity to develop and implement integrated climate-proof community-based resilience programmes in disaster preparedness and risk reduction, food security, nutrition and livelihoods.

- In collaboration with the German and the Netherlands Red Cross, the Disaster Management Module of the IMPACT (International Mobilization and Preparation for ACTION) course was revised to cover a broad range of issues related to disaster risk management.
- CPRR has supported NS's in increasing their capacity to develop and implement integrated climate-proof community-based programmes in disaster preparedness (DP), disaster risk reduction (DRR), food security (FS), nutrition and livelihoods. Technical inputs have been provided to the Africa and Asia Pacific zones in developing the Disaster Management Framework of Africa and identifying the role of the social capital in reinforcing community resilience. CPRR has ensured integrated approaches and programme quality by giving technical inputs and feedback to emergency appeals, including the ones for East Africa and Sahel food security, and sharing global best practices with NS's.
- CPRR and the Health Department have jointly developed an integrated proposal for the Masambo Fund with the food security and livelihoods programmes in support of those volunteers affected or infected by HIV/AIDS. The two Departments developed a business plan for its way forward.
- In collaboration with the Humanitarian Diplomacy Division, CPRR has developed a concept paper for conducting a joint food security campaign with the World Food Programme (WFP), the Food and Agriculture Organization (FAO), the International Food Policy Research Institute (IFPRI) and other agencies, at global and national levels with a focus on selected National Societies. This campaign will support NS efforts to scale up food and nutrition security and livelihoods activities.
- IFRC hosted an African Ambassador breakfast chaired by the Ethiopian High Commissioner to discuss the scaling up of food security in Africa, and share IFRC contribution to food and nutrition security as well as livelihoods in Africa.
- CPRR supported the EU Red Cross Office to develop and submit a food security concept paper and facilitated the participation of the Kenyan Red Cross in the high level panel discussion of the European Development Days (EDD) in October 2012. The concept paper entitled "No longer business as usual in investing in people and livelihoods for long term food security" focused on improving widespread understanding of long term food security programming and integration, which involves strengthening community resilience to reduce the risk of food insecurity among vulnerable populations and promoting the role of smallholder farmers as drivers of local development.
- CPRR supported the Shelter and Settlement Department in developing a concept paper on producing improved cookers for emergency situations that are fast and energy efficient. Technical support was

provided to the Danish Red Cross to determine the advantages and disadvantages of improved drought tolerant and pests and disease resilient varieties or seeds that grow fast and have higher yields.

- CPRR participated in the UN Conference on Sustainable Development held in Rio from 15-22 June 2012 where delegates facilitated a panel on the role of youth and women in advancing the food security agenda, a panel discussion on urban risk reduction and resilient cities, and a learning event on VCA. Using this occasion the food security and livelihoods activities of IFRC were demonstrated through a mini exhibition for three consecutive days. On 11 October 2012, in Geneva IFRC co-organized an interactive panel discussion on the theme “Can we end hunger?” with FAO and WFP to mark the World Food Day 2012.
- Global efforts are being made to support the Global Framework for climate services (GFCS) implementation. “A Dialogue for Climate Services Users and Providers: Towards Implementation of the GFCS” took place on 26-27 October before the WMO’s Extraordinary Congress. The Dialogue provided a foundation for the inter-governmental deliberations on the implementation of the GFCS and helped climate services users and providers learn from one another about the challenges and opportunities ahead. GFCS focus areas include DRR, climate change, health, water, and agriculture & food security. The IFRC was involved in the preparation of the 3rd World Climate Conference (WCC-3) and contributed to shape the conference outcome. With this positive experience, the IFRC was again invited by WMO, together with other organizations (WHO, WFP, FAO, UNESCO, WB-GFDRR, etc.), to be in the organizing committee of the Dialogue. The WMO Congress discussed the implementation plan, governance model and rules of procedure of the GFCS, which was one of the outcomes of the 3rd World Climate Conference (WCC-3) in 2009.
- In October 2012 Disaster and Crisis Management Department handed over to CPRR the National Society Preparedness file (Well-prepared National Societies, National Disaster Preparedness and Response Mechanisms, National Disaster Response teams). Related activities are included in the CPRR 2013 Plan.
- Ten NS leaders from various Zones participated in the UNFCCC – CoP18 in Doha. They attended and participated in various lectures, side events, workshops, as well as running the IFRC booth. They were exposed to up to date thinking, ideas, research results and publications, regarding climate change and its humanitarian and developmental consequences. As well as, they have strengthened their relationships with their own governments, other key partners and inter-governmental groups. For more details about the CoP18, please see Output 5.2 at the end of this report.

## Business line 2: Grow Red Cross Red Crescent services for vulnerable people

**Outcome: Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.**

### Comments on progress towards outcomes

**OUTPUT 2.1:** Number of National Societies’ community-based programmes on disaster preparedness and risk reduction, climate change adaptation and mitigation, and food security/nutrition/livelihood is increased by at least 20 per cent since 2010.

- The results of the 2012 DRR mapping clearly demonstrate the steady increase of DRR, CDBP, CCA, CCM, livelihoods, FS and nutrition activities, in terms of expenditures and the number of people reached. A total of 23.2 million vulnerable people benefitted from these activities and a total expenditure in 2012 was CHF 107.3 million.

**OUTPUT 2.2:** Tools and methodologies are developed and implemented to integrate disaster preparedness and risk reduction activities into response and early recovery phases of emergency operations.

- As part of the Emergency Working Group of the Secretariat, CPRR continues to review the draft emergency appeals and making sure that they include the necessary longer-term components of CDBP, DRR, CCA, CCM, FS, nutrition and livelihoods. The issue of allocating at least 10% of the emergency appeal budgets for longer-term DP and risk reduction as per the decision of the 18th Session of the IFRC General Assembly was discussed between various departments of the Secretariat and during the meeting of the Advisory Body for Disaster and Crisis Management in March. Proper implementation guidance is needed to reinforce this decision.
- The Global Disaster Preparedness Centre (GDPC) was launched by the American Red Cross on 12 October, in collaboration with the IFRC, and its business plan was approved. GDPC is a reference center

supported by the American Red Cross and the IFRC. It aims to strengthen the disaster preparedness capacities of the global RCRC network in order to help safeguard communities from future disasters. It targets National Societies as its main audience and will engage in service delivery in such areas as knowledge management, research and technical assistance.

**OUTPUT 2.3:** National Societies scale up public awareness and public education activities, using evidence-based key messages on disaster preparedness and risk reduction, climate change adaptation and mitigation, food security, nutrition and livelihoods based on predominant local threats and risks.

- The first draft of the guidelines on mainstreaming DRR and CCA was developed in June and shared for feedback. It was also presented to the Advisory Body on Sustainable Development and Health in September. The inputs and feedback from various people concerned at National Societies, Zones and Secretariat departments helped develop the second draft in November. This draft was circulated again for further comments. The final version of the guidelines is due to be ready in the first quarter of 2013. Moreover, climate change issues have been integrated into the CEWS guide under development and the key DRR messages for public awareness and public education (PAPE).
- CPRR section on the FedNet and IFRC's public website was reviewed and updated with new guidelines, case studies and relevant information.
- In line with a recommendation of the vulnerability and capacity assessment (VCA) review carried out in 2011, a complementary booklet on VCA use in climate change and urban contexts is being developed based on interviews and researches carried out in the Americas and Asia Pacific zones. The draft booklet chapters have been shared with Subject Matter experts on Climate Change and urban risk. A working session was held in Panama, to discuss the content of the booklet. The final version of the booklet is expected for the first trimester of 2013.
- CPRR initiated developing the Community Early Warning Systems Guiding Principles (CEWS- GP), with the support of the Norwegian Red Cross. The intended audience of the guide is Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM) leaders and practitioners at national and sub-national levels. The Guiding Principles document was developed after an extensive literature review, consultations with EWS project leaders, collection of good practices and lessons learned and review/comments by technical people. CEWS Guiding Principles is a Strategic Document that aims to provide an overview of successful practices from the field for the DRR and DRM practitioner interested in EWS. As a complement to the CEWS-GP is the CEWS Toolkit, a product of the four-year (2008-2012) West Africa Disaster Management Capacity Building project (WADM CB) and orchestrated by the Red Cross Societies of Liberia and Sierra Leone with managerial and technical assistance provided through partnership with IFRC, Swedish Red Cross and the Swedish Civil Contingency Agency (MSB). The toolkit is an operational document that contains a Training of Trainers material with ready-to-adapt and run modules and a roster of trainers. It is flexible and adaptable for every new context, using highly participatory methods. At the end of 2012, CPRR and the West Africa Regional office organized a field test and a workshop in Gambia, as a third-country trial of the CEWS Training Toolkit and the CEWS Guiding Principles. Both documents are available in FedNet. Translations will be available in 2013.
- Together with the Gender Unit, CPRR finalized the integrated food security and gender mainstreaming paper which will be incorporated into the IFRC gender policy. A training module will be developed in 2013.
- The IFRC livelihoods guidance "Programming through a livelihoods lens: a livelihoods approach for the IFRC" has been developed... This guidance will support NS to integrate livelihoods issues in all sectors and will be tested during 2013.
- The nutrition supplement manual has been tested in the Sahel region and is being finalized for printing.
- The food security training modules were revised to address the current needs of the NS. The training modules are available on FedNet.
- A global Public Awareness and Public Education (PAPE) workshop was held on 16-20 January in San Jose, Costa Rica. It was attended by 30 persons from 18 NS's who are working in different areas of communication, psycho-social support, education, DRR, health in emergency, climate change, community development, rural development and agriculture. The participants familiarized themselves with the PAPE guide and learned about the PAPE tools developed by NS's and the IFRC. The Learning and Organizational Development Department (LODD) presented the knowledge management tools of the IFRC and the Managing Editor of the Prevention Web gave an overview of the platform's different applications. Afterwards, the participants virtually explored the DesAprender learning platform. The Reference Centres of Community Education in DRR (based in Costa Rica) and Institutional Disaster Preparedness (based in El Salvador) and the Resilience Resource Centre for the Caribbean (based in Barbados) shared their experiences of knowledge sharing and information management. The participants also worked on

developing the first draft key DRR messages. DesAprender provided an on-line access to the workshop, allowing more people in the region to follow the discussion there.

- A guide has been drafted to provide an overview of the complex landscape of existing funding opportunities for climate change adaptation and mitigation. Defined as the biggest challenge of our century, climate change is and will increasingly affect the work of National Societies and other humanitarian organizations. At a time when current resources are already stretched, National Societies have expressed the need to gain a better understanding of how to access existing climate funds that will enable them to ensure mainstreaming into their programmes of climate change considerations. The guide provides a general overview of the current state and trends in the climate finance landscape and more detailed information on different funding sources appropriate for the Red Cross Red Crescent.

### Business line 3: Strengthen the specific Red Cross Red Crescent contribution to development

**Outcome: Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.**

#### Comments on progress towards outcomes

**OUTPUT 3.1:** National Societies have increased their capacity to implement DRR, climate change adaptation, climate change mitigation, food security, nutrition and livelihoods integrated programming at the community-level.

- CPRR has supported the zones and National Societies in developing and implementing their plans and programmes to increase community safety and resilience, by providing technical inputs and reviewing their draft proposals. A consultation meeting with PNS was held in Geneva to share lessons from the Horn of Africa, in order to prepare for the Sahel drought stakeholders meeting. The Sahel Regional Representation was supported to develop a food security response plan of action based on a country food security analysis and organize a multi-stakeholder meeting in Dakar. The purpose of this meeting was to share information and experience with various partners and agree on how to work together and complement each other. CPRR coordinated with the Americas and Asia Pacific zones in developing the Red Cross Red Crescent approach to urban risks. The Americas zone finalized the contextual framework and the methodological approach for DRR in urban context, through an extensive consultation process involving civil protection agencies, NGO's, local organizations, DRR experts, academic sectors and NS's. The Asia Pacific zone commissioned an urban sector study aimed at identifying a Red Cross Red Crescent niche in urban risk reduction programming, which resulted in the production of a final report titled "Programmatic directions for the Red Cross Red Crescent in building urban community resilience in the AP region" in April. Technical support has been provided to NS's and zones in Africa, Europe and Central Asia and MENA in the areas of food security, livelihoods and nutrition. NS's in Americas and Asia Pacific are supported in linking emergency response and recovery with longer-term resilience building. As a result, components of food security, nutrition and livelihoods are being included in responses to tsunamis, cyclones, droughts and floods operations.
- The 2nd phase of the resilience study was conducted in Latin America and Caribbean (LAC). Fieldwork was undertaken in 23 communities across Colombia, Guatemala and Saint Lucia. These communities were purposively selected to be representative of the diversity across the LAC region, in terms of context, and type of community and CBDRR programme. The inception meetings, a review of CBDRR programme documentation in the LAC region, and findings from the literature, review were used to inform a stratified sampling strategy and to review and update the methodology for the LAC study. The field work was completed in December with a final report is due to be issued in March 2013. Preparations are under way to start the 3rd phase of the resilience study in dry regions in Africa, namely Gambia, Burkina Faso, Lesotho, Sudan and Ethiopia. This study, together with the ones conducted in the Americas and Asia will culminate in the development of global characteristics of resilience, key determinants and corresponding indicators.

**OUTPUT 3.2:** Guidance and tools on disaster preparedness and risk reduction, climate change adaptation and mitigation, food security/nutrition/livelihoods are available and easily accessible (through electronic, hard copy, e-learning modules).

- Currently 48 National Societies (29 in Africa, 7 in Asia and 12 in Latin America) are engaged in food

security, nutrition and livelihoods programming. More National Societies are being supported to do more and to reach further, in an integrated manner, using sustainable production methodologies, (e.g. conservation farming, fishery and livestock) in view of hunger resilience building.

- The Netherlands Red Cross was supported in food security programming, tools development and technical guide as they are now engaging in food, nutrition and livelihoods programmes.
- The IFRC had a consultation meeting with the Spanish Red Cross and Accenture and discussed how to strengthen the Livelihoods Resource Centre (LRC) and establish a global partnership between the IFRC and Accenture. On-going technical support is provided to the LRC and in preparation of the online e-learning course and the technical support web page and periodical newsletter.
- The updated food security training modules were tested and validated in Asia in October 2012 at an integrated HIV/AIDS and livelihoods workshop.
- Food security assessment training was conducted in South Sudan to enhance the food security assessment capacity of the National Society staff, volunteers and Canadian Red Cross field staff.
- A total of 21 food security focal persons from selected National Societies and the Secretariat received cluster training to be engaged as emergency cluster coordinators and information managers. These are from Africa, Asia, the Americas and Europe.
- A training course on climate change capacity building was held in Budapest, Hungary, from 23-28 September 2012. The training was held for IFRC staff, who within the remit of their current posts, are tasked with mainstreaming climate change and/or who work on disaster risk reduction but whose knowledge on climate change needs to be strengthened.
- During a global disaster response preparedness workshop held in Chavannes-de-Bogis, Switzerland, in January, CPRR facilitated a session on linking community preparedness and DRR with NS' response preparedness and conducted an assessment of DP needs within the Movement to analyse how a global disaster preparedness centre led by the American Red Cross could help address them.
- In close coordination with the LODD and with the technical and financial support of the Cornerstone Foundation, a VCA e-learning module was initiated, including discussion with subject matter experts, development of the outline and preliminary content, however, this project has been put on hold by Cornerstone. CPRR is collecting from different zones the information about VCA reports, pictures, videos and case studies. These files will then be loaded on the FedNet for easy access by users.
- The CPRR page in FedNet was revised and updated with new materials and documents on CBDP, DRR, CCA, CCM, livelihoods, FS and nutrition.
- CPRR participated in the Global CBHFA meeting, a presentation from PMI NS on their experience developing integrated programs was shared, and a working session on integration of DRR and CBHFA were carried out. CPRR and Health department are discussing and identify potential project to develop a research project during 2013.

**Output 3.3:** Climate change issues are well understood within the IFRC and by National Societies, and innovative climate change adaptation and mitigation activities are effectively mainstreamed into existing programmes (i.e., disaster preparedness and risk reduction, food security, nutrition and livelihoods) to moderate negative impacts or exploits beneficial opportunities.

- IFRC Programme for Action (PoA) 2012-2016 has been developed to provide a strategic direction for climate change activities in the next 5 years, define Red Cross Red Crescent key priorities for supporting climate change resilience and ensure increased coordination and knowledge sharing within the IFRC. After the valuable feedback received from the SDHAB, the PoA (formerly named Framework for Climate Change) was shared and discussed with the NSs and IFRC representatives at the Budapest climate change training that was held in September 2012. Further inputs were also received from the delegation that attended COP18 in Doha. Thanks to the feedback received the PoA was revised and a second draft shared with the IFRC Climate Change Task Force for presentation to the SDHAB during the March meeting. The PoA will now be followed by an Implementation Plan to be developed by the IFRC Climate Change Task force in close consultation with the IFRC Zones offices. Regional implementation Plans will be based on this initial implementation Plan and should be developed by the Zones, Regional and country offices of the IFRC in consultation with the National Societies.
- Climate change issues have been integrated into the CEWS guide under development and the key DRR messages for public awareness and public education (PAPE). Technical inputs were also provided to various IFRC papers like the development paper, resilience concept paper, draft DM Strategic Operational Framework to ensure the integration of CCA, CCM, DRR, CBDP, FS, livelihoods and nutrition.
- The IFRC repeatedly stressed the importance of environmental and climate change issues, and recognised the responsibility to take action with respect to its own environmental footprint. Decision was taken to conduct a pilot carbon footprint assessment for IFRC Headquarters. A Carbon Footprint Team

had been put in place for this purpose. Data collection is on-going in view of an assessment of the carbon footprint of the IFRC Geneva Secretariat which will serve as a pilot case. An updated proposal has been submitted by Quantis, consultancy that is expected to be contracted to deliver the software and the training required for the assessment to be performed. In the future, and in the context of the replication of the carbon assessment within the rest of the IFRC and potentially within NS that would be willing to do so, data collected would be provided to the IFRC Secretariat where staff would perform as a service the assessment of the carbon footprint with the acquired tool. This will ensure consistency across the organization.

#### Business line 4: Heighten Red Cross Red Crescent influence and support for our work

**Outcome: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership**

#### Comments on progress towards outcomes

**OUTPUT 4.1:** Guidelines, tools and methodologies for advocacy and representation guidelines are developed for community-based disaster preparedness and risk reduction, climate change adaptation and mitigation, food security, nutrition and livelihoods and used to deliver key messages targeting major global and regional platforms and donor related events.

- IFRC, together with NS staff and volunteers worldwide, celebrated the International Day for Disaster Reduction on 13 October. In accordance with this year's theme, "Women and Girls -- the Invisible Force of Resilience", IFRC highlighted NS female volunteers' role and contributions for protecting and rebuilding their communities, through articles written by female presidents/Secretary Generals of NS's of Chile, Egypt, Liberia, Maldives and Sweden, and various audio-visual materials. NS's also celebrated the day with various events and activities.
- At a meeting of the Risk and Resilience Experts Group organized by the Organization for Economic Cooperation and Development (OECD) in Paris on 10 October, CPRR made a presentation on the findings of the Red Cross Red Crescent study on characteristics of community resilience and key determinants of a successful community-based disaster risk reduction (CBDRR) programme. The study report was well received by participants and served as a basis of group discussion on the criteria for resilience.
- CPRR arranged a Red Cross Red Crescent survey on post-HFA framework to facilitate the participation of NS's in national consultation on post-HFA and help them make active contribution to the consultation process. With inputs from NS's, CPRR produced a report in December 2012 and shared it with all stakeholders.
- The key DRR messages, which complement the PAPE guide<sup>2</sup> and aim to build a culture of safety by conveying unified and strong messages, were revised in June through consultation with NS's, IFRC Secretariat departments, various organizations and academic institutions. These revised messages will be used for 18 months, from January 2013, with the goal of adding more DRR messages in several languages. They are supposed to be used in PAPE, especially in campaigns, participatory learning and informal and formal education. They cover the following themes:
  - Family and household disaster plan;
  - Earthquake safety;
  - Flood safety;
  - Cyclone/hurricane/typhoon safety;
  - Drought mitigation and adaptation;
  - Wildfire safety;
  - Epidemic/pandemic prevention.

<sup>2</sup> For more information please visit the following below: a) PAPE guide: [https://fednet.ifrc.org/Global/Publications/disasters/reducing\\_risks/302200-Public-awareness-DDR-guide-EN.pdf](https://fednet.ifrc.org/Global/Publications/disasters/reducing_risks/302200-Public-awareness-DDR-guide-EN.pdf); b) PAPE workshop report and PAPE Key Messages validation version: <https://fednet.ifrc.org/en/resources/disasters/disaster-management/dm-resources/community-preparedness/guidance-tools/>

Harmonized messaging is a key goal in disaster reduction awareness, and is particularly important when it comes to scaling-up efforts to create a culture of safety. To promote consistent actions to the public, we need key safety and resilience messages. Ensuring that these messages have credibility, legitimacy and strong impact, they need to be harmonized and consistent, backed by a consensus of key stakeholders, and based on the best knowledge available at the time. This latest publication, [Public awareness and education for disaster risk reduction: key messages](#), is offered as a tool for practitioners internationally to use in a consensus-building validation process. NS, national disaster management organizations, governmental and non-governmental organisations and international organizations are invited to be part of a global validation project working to develop a comprehensive multi-regional set of key messages as a contribution for the culmination of the 2005–2015 Hyogo Framework for Action.

With both publications now complete, the next step is to disseminate the materials, support NS to incorporate the ideas into their on-going disaster risk reduction programmes, and scale up work nationally and regionally.

- The IFRC and International Food Policy Research Initiative (IFPRI) developed publication “[Reducing the Risk of Food and Nutrition Insecurity among Vulnerable Populations](#)” and jointly launched it at the Secretariat on 15 May 2012 in the presence of the Mexican Ambassador and representatives of UN missions, embassies, governmental and non-governmental organizations based in Geneva.
- A guide has been prepared to support NS in creating a dialogue with their national government on climate change adaptation policies and planning. Planning, at national, regional and local level needs to take into account the additional risks brought about by climate change, but also to include measures that will support local communities reducing their vulnerability (often resulting from unsustainable development patterns) and build their resilience to current and future risks. At the national level this will increasingly be done through the development of National Adaptation Plans (NAPs) by their governments. National Societies are well placed to inform policy-makers at all levels about the needs of communities and what interventions are best suited to strengthen their resilience. Red Cross Red Crescent involvement in the NAPs is necessary to ensure that those most at risk are at the heart of the national adaptation policies. It will further help to position National Societies as competent actor in the field of climate change adaptation due to their extensive volunteer network.

**OUPUT 4.2:** Technical partnerships are leveraged and resources mobilized for programming in DRR, climate change adaptation and mitigation, food security/nutrition/livelihood at different levels (local to global).

- IFRC and the Zurich Insurance Group (Zurich) finalized the discussion on signing a new 5-year partnership agreement early in 2013. This partnership for CHF 21 million aims to enhance community flood resilience by finding innovative ways to increase the impact of disaster risk reduction efforts at the community, national and global levels. Pilot flood resilience programmes will be implemented in Mexico, Indonesia and Nepal. Zurich has committed to this major flood resilience partnership because floods affect more people globally than any other type of natural disaster and are responsible for some of the largest economic, social, humanitarian and insured losses. These programmes will focus on developing and disseminating knowledge and expertise on flood resilience. It will have an impact at the local level through strategic long-term alliances with the public sector, NGOs, private sector organizations and academia, and will also look at the contribution insurance can make when it comes to flood risk. Both Zurich and the IFRC, which first started working together in 2008, expect this alliance to become a model that can be replicated globally.
- **Amid increasing concerns over the expanding number of urban dwellers in low- and middle-income countries and the levels of risk they are exposed to, the IFRC and the Iranian Red Crescent Society (IRCS) are discussing how to reinforce their cooperation in building resilience and reducing disaster risks in vulnerable cities across the globe.** The IRCS is fully committed to provide any possible assistance to vulnerable people and communities and to those affected by disasters, in close cooperation with the IFRC. The new partnership is expected to pave the way for the Red Cross Red Crescent to provide improved services for those most vulnerable to urban risks. A memorandum of understanding is expected to be signed in this regard early in 2013.
- With the support of the Zurich Financial Services, CPRR held a private sector partnership meeting in Zurich in December. Representatives of the IFRC and RCRC partners, including the Zurich Financial Services, Coca Cola, Nestle, Arup and others, discussed the issue on how to strengthen partnership in support of RCRC activities.
- A feasibility study was conducted for creation of the Community Safety and Resilience Trust Fund. The process included desk study and extensive consultation with key stakeholders in the RCRC movement and other key donors and international organizations. A final draft report was issued in November and the initial findings and recommendations were presented to Secretariat staff on 12 December.
- CPRR participated in the DRR Practitioners and Advisors’ Workshop for Developing CBDRR Guidance

held in London on 5-8 November. On the side-line of the workshop the DRR Working Group met to share updates and discuss related issues.

- The Food Security team shared the EU Call for proposal schedule for Europe and Central Asia and Africa Zones. As a result, the Southern Africa region, supported by the global food security team, submitted a food security proposal for Zimbabwe Red Cross Society.
- The food security team supported the development of the Southern Africa Region joint IFRC/FAO proposal for the Zambezi River Basin initiative food security chapter for Zambia and Namibia Red Cross. The proposal was successful in receiving USD 500,000 from USAID. The National Societies are developing case studies on lessons learned from this process.
- The food security team has submitted a concept paper for potential funding on food and nutrition security in partnership with the Netherlands Red Cross and the Friesland Campina, and discussions are in progress.
- CPRR worked closely with IFRC's EU Office and Eastern Africa Regional Representation regarding the new EU initiative called "SHARE" which has significant funding for four countries in the Horn of Africa (HoA) and provided technical guidance to the Easter-Africa regional office engagement with the Inter-Governmental Agency for Development (IGAD).

**OUPUT 4.3:** External networking and coordination is reinforced with UNISDR, OCHA, World Bank, WMO, FAO, WFP, WHO and other international organizations critical to fulfilling our mission.

- Urban risk reduction activities were promoted through facilitation of the RCRC participation in the 6th World Urban Forum held in Naples on 1-6 September. A total of 14 people from 7 National Societies, Americas and Asia Pacific zones and the Secretariat attended the forum. Through its own networking event, exhibition and interventions at various events, the IFRC delegation was able to position the IFRC as a credible player in building urban resilience, establish networking and partnership with various stakeholders, and share experience and good practice with other partners.
  - CPRR represented the IFRC at the 4th International Disaster and Risk Conference (IDRC) on 26-30 August in Davos, Switzerland. Through a presentation on the findings of the resilience study at the Session "Local Actions and Community Empowerment" and the exhibition, IFRC was able to position itself as a credible player in DRR and resilience building, improve our networking and partnership with various stakeholders and disseminate the Tsunami DRR study findings and RCRC experience.
  - CPRR strengthened the IFRC position through providing its inputs to: a) the Brussels Office to contribute to the preparation for the EU communication on resilience; b) UN Secretary-General report on international cooperation on humanitarian assistance in the field of natural disasters, from relief to development; c) the GFDRR's draft 2013-2015 strategy; d) DFID's Multilateral Assistance Review update; e) RCRC statement for the Asian Ministerial Conference on DRR; f) World Economic Forum Global Agenda Council concept paper on Catastrophic Risks; g) UN paper "Food security in recurrent crises – our shared perceptions"; h) Civil Society Mechanism Draft recommendations "Agenda for Action" for Committee on Food Security (CFS)'s High Level Experts Forum; i) World Bank's Sendai report "Mainstreaming Disaster Risk Management for Sustainable Development".
  - CPRR is actively participating in the work of the IASC task force for financing preparedness, which is studying the ways to adopt and harness the life and cost saving potential of preparedness activities, especially in those countries hit by multiple and persistent crisis, through new funding models, more cost effective approaches, increased spending on resilience and adequate resources and capacity for building resilience.
  - An agreement was signed with the Cornerstone Foundation to support the development of the VCA online module. In accordance with its mission to empower communities by investing in and increasing the impact of non-profits that focus on education, job training, and disaster relief, the Foundation is developing partnership with the IFRC and other non-profit organizations in facilitating access to DRR training and database.
  - The IFRC delegation led by its Under Secretary General and composed of representatives of the Secretariat and NS's participated in the UN Conference on Sustainable Development in Rio in June. In addition to attending various sessions and events, delivering key RCRC messages and developing networking and partnerships, CPRR, in cooperation with other agencies, organized or co-hosted the following events:
    - Side event: "The Role of Women and Youth in Advancing the Food Security Agenda", jointly with the Brazilian Red Cross, FAO, UN Volunteers, Asian Farmers Association, IFOAM.
    - Side event: "Resilient Cities - Fostering Local Action for Sustainable Development", in partnership with UNISDR, UN Habitat, International Council for Local Environmental Initiatives.
    - Learning Session: "Vulnerability and Capacity Assessment: a Tool for Resilience Building".
- The Rio Conference provided the IFRC with an opportunity to affirm its position as a development actor and strengthening partnerships with other agencies including FAO, WFP, IFOAM, the Swiss Agency for

Development and Cooperation, the World Bank, UNV and the Global Alliance for Improved Nutrition.

- CPRR participated in the executive board meeting of FAO in Rome in June 2012, providing us with first-hand information of the global food security priorities and objectives recommended by FAO.
- The Head of the CPRR Department represented the IFRC at the 13th Global Major Groups and Stakeholders Forum (GMGSF-13) and the 12th Special Session of the Governing Council of the UN Environmental Programme (UNEP) and the Global Ministerial Environment Forum (GC/GMEF) which was held in Nairobi in February. The focus of the two events was on (a) marking the 40th anniversary of UNEP; and (b) preparations for the Rio+20 UN Conference on Sustainable Development. He took part in group and plenary discussions, especially during the GMGSF meeting. In addition, he had bilateral discussion with various stakeholders (NGOs, research organizations, UNEP, governments, major groups etc.).
- The IFRC hosted the Global Food Security Cluster meeting on 16-18 April. During the cluster meeting IFRC shared its experience from the Sahel stakeholders meeting on movement response to the crisis and how it was crucial for partnerships during such operations. The shared experiences also highlighted lessons learned by the Movement from the horn of Africa operation. After the meeting the IFRC shared food security assessment tools and food security case studies with the cluster and they are now posted on the cluster website.
- As part of its involvement in coordination with other partners, the IFRC is co-chair of the Nutrition Working Group for the Global FS Cluster, to integrate nutrition activities within food security. CPRR participated in monthly cluster teleconferences for the global Food Security Cluster and the Global Nutrition Cluster, as well as the UN high level task force on high food prices.
- A DM Advisor of the American Red Cross represented the IFRC at a joint working group meeting of the Global Facility for Disaster Reduction and Recovery (GFDRR), which was held in Washington in February to assist the GFDRR in developing its Civil Society Partnership Strategy. CPRR attended the EU Thematic Dialogue on Preparedness and Resilience which took place in Geneva in March and made a presentation on the IFRC's activities for disaster preparedness and resilience. CPRR also delivered a lecture on disaster and risk management for students of Geneva University in March and attended a meeting with representatives from 13 Mediterranean and Balkan partner countries of the Programme for Prevention, Preparedness and Response to Natural and Man-made Disasters (PPRD-South) in February. Representatives of the Swiss Red Cross and CPRR met in Bern in April and discussed the issues regarding the potential tripartite cooperation between the Swiss Red Cross, IFRC and the Swiss Agency for Development Cooperation (SDC) in Latin America.
- CPRR developed an abstract of food security and building community resilience through the Zambezi River Basin Initiative (ZRBI). This paper was submitted to, and approved by, the Subgroup "Third Water and Adaptation to Climate Change in Trans-boundary Basins"<sup>3</sup> and presented during the Conference United Nations Economic Commission for Europe, which was hosted by the Convention on the Protection and Use of Trans-boundary Watercourses and International Lakes and the WMO in Geneva on 25-26 April.
- In November 2012 CPRR presented a key note message at the WMO meeting on the effects of Climate change to food security.
- CPRR participated in the Nestlé's stakeholders meeting in Nairobi in September 2012 to share experiences in food security, and enhance the networking with various stakeholders.
- The CPRR participated in Civil Society Consultation and High Level Expert Forum (HLEF) on food security in protracted crises, 39th Session of the World Committee on Food Security held in Rome; "Climate Change Agriculture and Food Security" briefing in Brussels in September and the Swiss NGOs DRR platform in Thun, Switzerland.

### **Business line 5: Deepen our tradition of togetherness through joint working and accountability**

***Outcome: More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.***

#### **Comments on progress towards outcomes**

<sup>3</sup> ([http://www.unece.org/env/water/transboundary\\_adaptation\\_workshop\\_2012.html](http://www.unece.org/env/water/transboundary_adaptation_workshop_2012.html))

**OUTPUT 5.1:** Systematic evaluations and cost-benefit analysis of disaster preparedness and risk reduction, food security, nutrition and livelihoods programmes are undertaken and used to deepen the evidence-base for programming and advocacy.

- In cooperation with the Africa zone, CPRR has developed terms of reference for a cost benefit analysis of food security projects in Ethiopia. The DRR and resilience study in the Latin American and Caribbean region is underway and the Americas Zone Office has supported the process of gathering data of DRR activities in the five selected countries. A study inception document was developed with inputs from the advisory group in late March. Preparations were made to hold an inception workshop in Panama in July with participants from the NS's of Colombia, Guatemala and St. Lucia. CPRR participated in the annual technical and planning meetings of the Asia Pacific Zone which took place in Kuala Lumpur in April, and contributed to its sessions deliberating the resilience building, urban risk reduction and annual plans. CPRR also participated in a workshop on urban sector study findings in Asia Pacific, which was held in Kuala Lumpur in April. Based on the urban risk studies and experience in the Americas and the Asia Pacific zones, CPRR plans to produce an IFRC position paper spelling out the Red Cross Red Crescent niche in urban community resilience programming.

**OUTPUT 5.2:** Coordination and knowledge sharing platforms including the disaster preparedness/DRR working group, DRR support group, Global Community Safety and Resilience Forum, and Red Cross and Red Crescent reference centres are actively promoted and developed.

- The DRR Support Group consisting of representatives of different departments of the IFRC Secretariat regularly meet to discuss various DRR-related issues and exchange views on how to promote DRR within and outside the IFRC.
- The DRR Working Group composed of representatives of Partner National Societies (PNS's) and the IFRC Secretariat met in Geneva in May to discuss DRR-related issues and elected a new troika of the Working Group with a Chair and two Vice-Chairs. The group implemented its plan of action. It held a teleconference in September to review the progress and discuss various issues that need follow-up from the group members.
- CPRR assisted the Qatar Red Crescent to better link up with the Qatari Government in Disaster Risk Management, through participation and supporting the Permanent Emergency Committee Workshop in Doha, Qatar, in coordination with the MENA zone.
- Governance support has been provided through support to the meetings of the Disaster and Crisis Management Advisory Body and the Sustainable Development and Health Advisory Body in September.
- CPRR helped the Africa zone office in organizing the 8<sup>th</sup> Pan African Conference (PAC) of African RCRC Societies in Addis Ababa on 20-22 October, especially in running the PAC Commission One, "Building community resilience in the wake of disasters, disease, food insecurity, health challenges and the effects of climate change in Africa". This Commission had two working sessions which discussed a) "Food security, health, HIV/AIDS, hunger, water & sanitation in Africa" and b) "The effects of climate change on vulnerable communities – building resilience through community-based DRR and sustainable livelihoods interventions".
- Technical support was given to the Asia Pacific zone office in its preparations for the 5<sup>th</sup> Asian Ministerial Conference on DRR (AMCDRR) in Yogyakarta, Indonesia, in October.
- Zones and National Societies were provided with DRR policy and operational guidance through technical support:
  - EU office was supported in developing a Red Cross paper to contribute to the preparation of the EU Communication on Resilience.
  - Africa zone was assisted in preparations for the 8th Pan African Conference, especially the Working Groups 1 and 2 of the Commission One.
  - AP zone was supported in preparations for the 5th Asian Ministerial Conference on DRR, especially for the session on resilience.
- A review of the Zambezi River Basin Initiative was undertaken in November-December. The objective was to a) document the evolution of ZRBI; b) identify the key outcomes/outputs, challenges and lessons learned during the Seed Phase and Phase I; and c) make recommendations for expansion, improved sustainability and ownership of ZRBI during the Phase II. The desk review and field visits were completed and a final report is due to be issued in January 2013.
- The American Red Cross and CPRR hosted a meeting of the IFRC reference centres<sup>4</sup> in Geneva on 9-10 May. Participants exchanged information about their activities and experiences and explored how to

<sup>4</sup> Caribbean Disaster Risk Management Resource Centre, Barbados; Climate Change Centre, Netherlands; Disaster Preparedness Reference Centre, El Salvador; European Centre for First Aid Education, France; Expertise Centre, Belgium; Global Disaster Preparedness Centre, United States; Livelihoods Resource Centre,

jointly increase the impact of the services provided by the various centres for the benefit of the members and communities they serve. As the first meeting of the reference centres, it was successful in building a strong spirit of collaboration between participants and raised a great interest in fostering cooperation and continuing the dialogue. The meeting concluded with a series of action points to be followed up by the centres and/or the IFRC Secretariat that will facilitate a wider platform for exchange of experiences, networking and future cooperation through the existing centers.

- CPRR supported Namibia, Malawi, Uganda, Ethiopia, Kenya and Rwanda National Societies to develop food and nutrition security case studies, beneficiary stories, photos and DVDs. The case studies are the following:
  - [Integrated food security and livelihoods approach – Building capacity of vulnerable people in Tigray/Ethiopia](#)
  - [Namibia Red Cross integrated food security intervention](#)
  - [Strengthening hunger resilience – The Kenya Red Cross experience](#)
  - [A diversified approach to fighting food security and rural poverty in Malawi](#)
- Videos includes:
  - [Rwanda: food security](#)
  - [How Uganda Red Cross helps to tackle food security](#)
  - [Namibia: Integrated food security programmes](#)
- The team supported the Livelihoods Resource Centre to produce their newsletters.
- National Societies remain engaged in the field of climate change. A delegation of 31 people attended COP18, with representatives from National Societies (Qatar, Dominican Republic, Mexico, Bangladesh, Nepal, Ethiopia, Mali, Iraq, Egypt, and Cambodia), the IFRC and the RC Climate Centre. Among the highlights of IFRC activities at the conference was the IFRC Side Event on 'Ensuring sustainable funding for community resilience and DRR in a changing climate', a press conference on Red Cross Red Crescent engagement with climate change and the speech of Dr. Al-Maadheed in the high-level plenary session on the closing day of COP 18, calling governments to "act now to tackle the root causes and consequences of climate change and to support vulnerable people through longer term, predictable funding commitments that invest at a local level." Several areas of focus for Red Cross Red Crescent work were identified as important together with the establishment of a global vision, consistent with national programming, to strengthen and scale up existing activities within National Societies. The protection and rehabilitation of the environment to strengthen food security and livelihoods in the context of climate change, the scale up of education and awareness activities on disaster risk reduction and climate change, and the strengthening of participatory local governance were among the priorities mentioned. A main outcome of the discussions held in Doha within the IFRC delegation was the decision to promote during the next General Assembly the adoption of a Global Plan for Action on Climate Change for the period 2015-2020 that would contain specific commitments meant to be action-oriented, easy to communicate, accessible in the considered timeframe, and allow for relevant indicators to monitor progress over time. A tree planting and caring programme is seen as a promising option that could be combined with a Global Public Education Programme on Climate Change to contribute to behavior change through dissemination, at scale, of knowledge on disaster risk reduction, early warning systems, and environmentally-friendly practices.

## Stakeholder participation and feedback

- Through IFRC engagement in the global Food Security Cluster and the Global Nutrition Cluster, better cooperation with different agencies are starting and partnerships are being forged, including joint programming in livestock management, urban food security, etc.
- The IFRC seconded member to the global Food Security Cluster has strengthened collaboration and coordination with food security stakeholders and better profile the IFRC role within food security.
- Discussions with National Societies on the strategy to adopt in the field of climate change took place face-to-face on two main different occasions: a training workshop in Budapest in September and during COP18 in November in Doha.
- To meet National Societies' needs to participate in the post-HFA consultation, CPRR organized a RCRC survey on post-HFA arrangement and produced a report with key messages. These helped

National Societies take active part in the consultation process at national, regional and global levels and deliver same key messages to the target audience.

- CPRR continued to be actively engaged in building the evidence of cost-effective CBDRR programmes and enriching the Red Cross Red Crescent study on characteristics and key determinants of resilience communities. These studies were instrumental in supporting National Societies and zones in designing and implementing resilience programmes. Stakeholders appreciate the role played by the IFRC in pushing the community resilience agenda and meeting the needs of vulnerable people through various community-based programmes and hope for its continuous lead role in this area. Through the revision of the Framework for Community Safety and Resilience and the development of various guidelines, CPRR will help the zones and NS's do more and better and reach further.
- CPRR also actively participated in the resilience consultation and discussion hosted by various stakeholders including the European Commission, DFID and OECD, this influencing their resilience agenda.
- CPRR is working very closely with Zones to meet NS needs. Materials and tools were developed in a participatory way, complementarities between national, regional experiences were the basis to the development of the PAPE: messages, CEWS and the VCA use in climate change context and urban risk. This processes involved extensive consultation process with internal and external stakeholders. As the roll out process of these materials will be done during 2013, information sharing and promotion is being carried out to reach as much as possible volunteers, staff and practitioners.

### Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Limited capacity of National Societies to deliver at scale.	L	<ul style="list-style-type: none"> <li>▪ Provide necessary training to NS staff and volunteers.</li> </ul>
Limited funding available for CPRR programmes.	M	<ul style="list-style-type: none"> <li>▪ Develop reference materials for capacity building</li> </ul>
Unpredictable and short-term funding for development programmes.	M	<ul style="list-style-type: none"> <li>▪ Encourage National Societies to introduce various measures to retain competent staff and limit staff turnover.</li> </ul>
IFRC Governing Board's decision to allocate 10 % of emergency appeal budgets for long-term DP and DRR projects.	L	<ul style="list-style-type: none"> <li>▪ Adopt new and innovative resource mobilization strategy, targeting potential donors.</li> </ul>
Quality monitoring and evaluation and tracking system to measure the impact.	M	<ul style="list-style-type: none"> <li>▪ Create a Community Safety and Resilience Trust Fund.</li> </ul>
High staff turnover at regional and NSs levels	M	<ul style="list-style-type: none"> <li>▪ Develop a guideline on how to implement the GB's decision.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Build PMER capacity of NS's through training and increase investment in M&amp;E</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Develop a database to facilitate the collection of data.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Support NS to come up with lucrative packages for staff</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Invest to attract and retain motivated and skilled staff</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Invest to recruit and retain skilled volunteers by providing incentives such</li> </ul>

		as training, recruitment opportunities, ...
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## Lessons learned and looking ahead

The resilience discussion within the IFRC Secretariat has been helpful in reaching a common understanding of resilience and pushing forward the resilience agenda at community, national, regional and global levels. The IFRC will continue the resilience approach in order to ensure the integration of RCRC programmes at the community level and further their contribution to the building of safe and resilient communities.

As food insecurity and malnutrition remains high on the agenda, there is a need for all actors to take a more coordinated and coherent approach for enhanced impact. The focus on building resilience through longer-term food and nutrition security and livelihoods programming has been a priority on the agenda for both humanitarian and development actors. National Societies should increase their capacity in order to scale-up sustainable quality programmes to reduce hunger and malnutrition. The approach that has been in place in the past few years is indicating some impact and encourages NSs for more result based programming

IFRC is of the opinion that a holistic approach to addressing climate-related risks and opportunities must be taken within a broader humanitarian-development context. Such an approach recognizes that climate change adaptation and mitigation responses are closely linked and involve multiple sectors, stakeholders and environmental and socioeconomic issues. It should build on existing risk reduction interventions to enhance the resilience of communities and develop and expand on knowledge and experience of risk reduction interventions to ensure that climate change measures and policies are efficient and assures the sustainability of risk reduction efforts. This will be done through enhancing integration of climate change issues into programme areas such as disaster risk management, recovery, health, shelter, migration, food security, livelihoods, water and sanitation.

Growing vulnerabilities to climate change and urbanisation is showing a crying need for better prepared communities. It is crucial to integrate those challenges within our programmes and guidance. CPRR will continue to invest in activities such as public awareness and public education, community early-warning systems, as well as vulnerability and capacity assessments.

## Financial situation

[Click here to go directly to the financial report](#)

## 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 Disaster 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.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



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

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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