

A young child wearing a pink and white striped knit hat with a pom-pom and a purple jacket is holding a small black and white dog. The child is standing in a field with several brown sheep. The background is dark, suggesting a tent or a shaded area.

# MANILA CALL FOR ACTION

## FINAL REVIEW

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# EXECUTIVE SUMMARY

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## Background of the Manila Call for Action (MC4A)

During the 10th Asia Pacific Regional Conference in November 2018, Asia Pacific and Middle East/Gulf Red Cross and Red Crescent Societies came together and collaboratively developed the Manila Call For Action. To address pressing humanitarian challenges, MC4A outlined 13 targets and 22 commitments to guide National Societies' priorities over four years.

## Context and Evolution

In response to the post-pandemic world following COVID-19 and increasing climate-related disasters in Asia Pacific, National Societies have demonstrated progress and adaptability since the MC4A's inception and mid-term review. Red Cross Red Crescent Societies in both regions have collectively contributed to MC4A, supported by the IFRC secretariat.

## Purpose of the Final Review

The MC4A Final Review tracks achievements across targets, commitments and indicators, highlights case studies for learning, and offers an overview of progress made. It identifies areas requiring further focus and emphasizes seizing evolving opportunities for growth in addressing regional challenges. The Final Review builds on progress identified through the Mid-term Review which was published in 2021.

## Limitations

Several limitations restrict the findings of the Final Review and need consideration. The review primarily relies on self-reporting by National Societies through an online survey, with limited means for verification except through available FDRS data and key informant interviews. The response rate was also similar to that of the Mid-term Review, about 47 per cent, with only 24 of the 51 National Societies from Asia Pacific (with participation from Middle East/Gulf) responding to the survey. Therefore the Final Review has a 95 per cent confidence that the survey results can be read with a margin of error of approximately 20 per cent. Although a larger response rate and sample size would have yielded more robust results, meaningful insights from the 24 respondent National Societies can still be gained from the findings.

## Findings

The Final Review's assessment of MC4A's progress against Targets 1-13 and Remaining Commitments 1-8 found that 38 per cent of targets were achieved among the 24 respondent National Societies, 54 per cent of the targets were progressing but not met, while 8 per cent lagged. The indicators for Targets 1-13 were formulated during the Mid-term Review, and those with higher achievement percentages were used to measure the overall progress of specific targets or commitments.

The overall findings can be summarized as follows:

### Targets and Commitments Reported as Achieved

- Target 3, where at least 50 per cent of National Societies have a diverse representation of volunteers in leadership and governance, was 54 per cent. This contributed to the commitment to diverse youth and volunteer representation
- Target 8, where 60 per cent of National Societies are cash ready, exceeded its target at 71 per cent, thereby advancing the commitment to cash programming

- Target 10, 75 per cent of National Societies integrating the needs of migrants, refugees and displaced people in their strategic planning processes, and 79 per cent of respondents have reported considering their needs. This furthered the commitment to the integration of protection, gender and inclusion (PGI) and community engagement and accountability (CEA)
- Target 11, where 50 per cent of National Societies introduce Forecast-based Financing (FbF) and Community-based Surveillance (CBS), was reported at 63 per cent, contributing to the FbF and CBS commitment
- Target 12, with 50 per cent of National Societies engaged with Safer School Initiatives, 79 per cent of National Societies reported positive results towards this commitment.

### **Targets and Commitments Reported as Not Met**

- Target 1, 37 per cent of elected and appointed leadership of informant National Societies governance are women, which is below the target of 50 per cent. This relates to the commitment of women to leadership
- Target 2, 50 per cent of respondent National Societies joined the One Billion Coalition for Resilience (1BC), which fell short of the 70 per cent target, relating to the 1BC commitment
- Target 4, 79 per cent of reporting National Societies incorporate youth representatives, just misses the target of 80 per cent. This connects to the commitment to diverse volunteers and youth representation
- Target 6, 71 per cent of National Societies using appropriate connectivity tools fell short of the 100 per cent target. This worked towards the commitment to connectivity. However, the indicators developed for this target may not accurately reflect its achievement
- Target 7, to establish a community of practice for income generation and social entrepreneurship, 63 per cent of surveyed National Societies report being part of such a community of practice
- Target 9, 63 per cent of respondent National Societies and the IFRC roll out protection, gender and inclusion (PGI) minimum standards in emergencies, falling short of the 100 per cent target. However, the indicators developed for this target may not accurately reflect its achievement
- Target 13 to ensure 100 per cent of National Societies have various policies in place showed good progress at 79 per cent, advancing the commitment to prevent fraud and corruption and sexual exploitation and abuse. However, the indicators developed for this target may not accurately reflect its achievement
- There was only one target that lagged behind the others, which was Target 5, for the IFRC to develop mechanisms and tools to attract and retain volunteers, with only 38 per cent of respondent National Societies reporting positive results. However, the indicators developed for this target may not accurately reflect its achievement.

## **Recommendations**

To enhance the execution of the forthcoming regional commitments and attain tangible results and significant impact, the following actions are proposed:

- Ensure proper understanding and dissemination of the regional commitments and incorporate the actions into the National Societies' and IFRC unified plan.
- Streamline commitments, establish a unified goal, and reduce disparate focuses.
- After the next regional conference, demystify the commitments into practical activities with SMART indicators and means of verification, led by technical colleagues. Ensure a robust monitoring and evaluation mechanism is in place throughout the implementation of the commitments.
- Enhance peer-to-peer exchange and learning throughout implementation of the commitments.

The Final Review acknowledges and thanks the respondent National Societies for participating in the survey and contributing data towards the measurement of achievements. Great appreciation is also expressed to the overall IFRC network in Asia Pacific region for efforts made towards the Manila Call for Action commitments and those that will be made in the next regional conference.



## INTRODUCTION

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This report represents the final review of the Manila Call for Action (MC4A), a strategic framework developed by the Asia Pacific Red Cross and Red Crescent Societies during the 10th Asia Pacific Regional Conference in November 2018, hosted by the Philippine Red Cross. Designed to address the pressing humanitarian challenges in the region, the MC4A outlined 13 targets and 22 commitments that guided the priorities of the National Societies over four years.

In response to the evolving post-pandemic world in the aftermath of COVID-19, compounded by increasing concerns about climate-related disasters in Asia Pacific, the National Societies championing the MC4A have undergone progress and adaptation since its inception and the mid-term review. Red Cross Red Crescent Societies in these regions have collectively contributed to the MC4A goals and objectives, even as they pursued independent actions, and they do so with the support of the secretariat of the International Federation of Red Cross and Red Crescent Societies (IFRC).

Collecting data from 51 National Societies, from mostly Asia Pacific (out of which 24 responded), the MC4A Final Review tracks achievements made across MC4A targets and indicators, highlights case studies for learning and provides an overview of progress made. In line with the IFRC's commitments, the final review recognizes the respectable performance of National Societies that have collectively made contributions to the MC4A. Simultaneously, it acknowledges the important areas that still require focus, and a need to further seize evolving opportunities for growth among the Red Cross and Red Crescent Societies in addressing the challenges posed by the climate crisis, potential health epidemics/pandemics, protracted crises and their complex implications on disasters in the regions.

The final review expresses gratitude to all staff and volunteers of the IFRC network, including those from the Asia Pacific National Societies, who have significantly contributed to the review process. Their dedication and collaboration have been instrumental in the remarkable achievements made since the inception of MC4A. Together, we can work to advance the achievements made to date.

## BACKGROUND

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The geographically and culturally diverse regions of Asia Pacific face pressing humanitarian challenges stemming from climate-induced disasters as well as health epidemics/pandemics. Asia Pacific is vulnerable to typhoons, earthquakes, floods and tsunamis, which have caused significant infrastructure damage, poverty and loss of life.

The Asia Pacific region experiences complex humanitarian disasters stemming from protracted conflicts, heightened economic pressure, unstable financial and political institutions and upending geopolitical dynamics. This has led to growing inequality and large-scale migration and displacement, with substantial movement of migrant workers between both regions.

The IFRC membership and its 51 Red Cross Red Crescent Societies in Asia Pacific recognize the pressing humanitarian challenges in the regions and are well-placed to address them. Communities across the region trust in the IFRC and its widespread network of staff and volunteers. To foster this trust, it is important that diversity is reflected in the communities served. This requires active and diverse participation, including representation of youth, women, and people with disabilities.

The MC4A represent the commitments of the IFRC membership to engage local humanitarian action in a fast-changing world to meet current and future challenges. In November 2018, leaders of the Red Cross and Red Crescent Societies from the Asia Pacific and the Middle East gathered in Manila for the 10th Asia Pacific Regional Conference. They recalled and built on the Beijing Call for Innovation adopted at the 9th Asia Pacific Regional Conference in 2014, the Baghdad Declaration of 2018, and

Resolution 1 adopted by the Council of Delegates in 2017 concerning Strengthening Movement Coordination and Cooperation (SMCC). They also endorsed the Manila Youth Commitments 2018 and asserted a vision and commitment by 2030 to a culture of volunteering, a culture of prevention, and a culture of engagement and collaboration. Through this process, leaders collectively and individually committed to renewing the Red Cross Red Crescent Movement's humanitarian mandate through the Manila Call for Action (MC4A). Following the MC4A formulation, these commitments continue to be reviewed and renewed in major leadership meetings and conferences across the Asia Pacific regions.



# METHODOLOGY

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## Focus Area

The Final Review primarily focused on 13 targets of the MC4A (with related commitments) and eight remaining commitments.

## Data Management

### Data Collection

Indicators were derived from the Mid-term Review methodology to formulate questions for the online survey, key informant interviews (KIIs), and focus group discussions (FGDs).

Data was triangulated from a selection of National Societies in the Asia Pacific region, along with supporting IFRC secretariat offices. The sources of data included the Federation-Wide Databank And Reporting System (FDRS), online survey, key informant interviews (KII), and focus group discussions (FGDs).

### Online Survey and Sampling

The MC4A indicators' data was collected through an online survey hosted on IFRC's data collection platform, Kobo. The survey was made available to all 51 National Societies involved in the initiative, with 38 in the Asia Pacific, 12 in MENA/Gulf, and Magen David Adom. Invitations to participate in the survey were sent out to the National Societies, and responses were accumulated, organized and consolidated to obtain the datasets used in the Final Review.

Out of the 51 National Societies invited, 24 responded to the online survey, resulting in a 47 per cent response rate, with a 95 per cent confidence level that the results of the findings contain an approximately 20.2 per cent margin of error. The response rate was not too different from that of the Mid-term Review and was within expectations. The full list of the 24 reporting National Societies is available in the Annex.

The sample was calculated with a 95% confidence level, which corresponds to a z-score of approximately 1.96, assuming a conservative estimate for the standard deviation. This approach resulted in a margin of error of approximately 20.2 per cent. This margin of error was calculated using the formula: Margin of Error (MOE)  $\approx 1.96 * (0.5/\sqrt{24})$ . Despite the low response rate, this methodology ensures a level of confidence in the precision of findings among the respondents.

The achieved progress was calculated and presented in percentage form, using a similar method employed in the Mid-Term Review: the number of National Societies reporting achievement on an indicator was divided by the total number of National Societies that responded to the survey, and then multiplied by 100% to derive the progress percentage.

Although the sample size of 24 participating National Societies is small, meaningful data can still be generated at least for the respondent National Societies.

### Federation-wide databank and reporting system (FDRS)

While the FDRS data provided a broader, more accurate and comprehensive overview of National Societies in the Asia Pacific, the data available did not cover many of the commitments and targets of the MC4A. Furthermore, data is only available up to 2021 and therefore tied more closely to the achievements identified in the Mid-term Review. Nevertheless, where relevant and possible, the triangulation of FDRS and survey data allowed for a more accurate analysis of review findings.

## KII and/or FGD

The KII and/or FGD provided qualitative information to support the quantitative achievements derived from the online survey and FDRS. Key informant interviews were mostly conducted with regional coordinators or managers overseeing various thematic areas at the secretariat regional offices for Asia Pacific and Middle East/Gulf. Twenty interviews/discussions took place over the data collection period, which provided information to feed into the key achievements sections of the findings.

## Case Studies

Five case studies were produced, highlighting the best practices/achievements and learning from the National Societies on commitments related to the Manila Call for Action.

## Assumptions

Several assumptions underpin this Final Review:

- The data is reliable, with reasonable completeness and validity
- The percentage progress calculation is an appropriate means of assessing progress
- The indicators formulated during the Mid-term Review are valid measures of commitment and target progress
- The data is meaningful despite its margin of error

## Limitations

**Accuracy:** The reported progress is based on self-reporting by National Societies, with 24 out of 51 responding (47% response rate). Greater participation was observed from Asia Pacific compared to the Middle East/Gulf.

The list of respondent National Societies are available in the annexes.

**Impact of COVID-19:** The multi-year COVID-19 pandemic, starting in Q4 2019, might have disrupted and deprioritized the implementation of MC4A.

**Human Resource Transitions:** The turnover of leadership and technical colleagues within National Societies and the IFRC secretariat impacted the handover process of MC4A, affecting institutional knowledge and responsibility for implementation and follow-up.

**Progress Measurement:** Challenges in measuring progress against MC4A commitments include the absence of indicators, baseline data, monitoring plan, and tools. The lack of baseline data from 2018 for all 51 National Societies made it difficult to determine progress since MC4A adoption. Additionally, the MC4A Midterm Review collected midline data in 2021, but some data remained incomplete as the monitoring mechanism was not fully developed and institutionalized.

The methodology adopted in this report provided a structured approach to assess the progress and achievements of the MC4A initiative. By considering the key assumptions and limitations, the Final Review aims to present an accurate and unbiased assessment of the MC4A's performance in meeting Targets 1-13 and remaining Commitments 1-8 of the Manila Call for Action.



## FINDINGS

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### Overview

The Red Cross Red Crescent Movement in Asia Pacific is adapting to a fast-changing world by engaging in local humanitarian action and investing in the long-term institutional capacity of local actors. While vulnerable communities continue to face converging and compounding crises, climate-induced emergencies, social exclusion, displacement and complex conflict, National Societies remain at the forefront of operations, fulfilling their auxiliary role to governments and finding new ways of working to be safe and disaster-ready. The IFRC is committed to localizing humanitarian action and building the capacities of local actors through the National Societies. Collectively, they overcome barriers to engagement, support vulnerable populations and local youth, and utilize a network of volunteers for effective risk reduction and humanitarian response.

### Data analysis and interpretation

This evaluation report assesses MC4A's progress against Targets 1-13 and Remaining Commitments 1-8 using a percentage system. Progress can solely be evaluated for commitments that have defined targets (Targets 1-13). In cases where commitments lack specific targets, the Final Review can merely establish a reference point to indicate the status of National Societies in relation to these commitments.







Indicators for Targets 1-13 were formulated during the Mid-term Review. Indicators with higher achievement percentages will be used to measure the overall progress of a specific target or commitment. To further the description, the maximum value of a group of indicators was used to determine the overall achievement of a particular commitment or target. This was calculated under the assumption that all indicators of a target or commitment were equally important. In cases where the indicators were not equally important, the Final Review will use the most relevant indicator to determine the progress against a target/commitment.

## Overall Progress and Achievement

The progress achieved has been calculated and expressed in percentage terms, as outlined in the Data Analysis and Interpretation section and further elaborated upon in the Methodology section. These findings have been summarized in the table provided below. Nevertheless, it is essential to approach these findings with consideration of the limitations discussed in previous sections of this report. These limitations provide important context for a well-rounded understanding of the data.

COMMITMENT	TARGET INDICATOR	TARGET (%)	ACHIEVEMENT OF REPORTING NATIONAL SOCIETIES (%)
 <p><b>Women in leadership commitment:</b> We are committed to achieve greater female representation at the leadership and governance levels, both at the international and National Society levels</p>	<b>Target 1:</b> At least 50% of the elected and appointed leadership of the National Societies and IFRC governance are women	<b>50%</b>	<b>37%</b>
 <p><b>One Billion Coalition commitment:</b> Joined the 1BC and advocate for effective collaboration and partnership in programme development implementation in both urban and rural sectors at various levels of society</p>	<b>Target 2:</b> At least 70% of National Societies join the One Billion Coalition for Resilience (1BC)	<b>70%</b>	<b>50%</b>
 <p><b>Diverse volunteer/youth representation commitment:</b> Ensure a diverse representation of youth and volunteers in leadership and governance</p>	<b>Target 3:</b> At least 50% of National Societies have a diverse representation of volunteers in leadership and governance	<b>50%</b>	<b>54%</b>
	<b>Target 4:</b> At least 80% of Asia Pacific National Societies incorporate youth representatives, elected or appointed	<b>80%</b>	<b>79%</b>
 <p><b>Attract and retain volunteers commitment:</b> Enhance the skills and capacities of youth and volunteers and engage their talents through technology and social media</p>	<b>Target 5:</b> The IFRC and all National Societies develop mechanisms and tools to attract and retain volunteers	<b>100%</b>	<b>38%</b>
 <p><b>Connectivity tools commitments:</b> Develop sustainable, relevant connectivity technologies to reduce the gap created by the digital divide  Increase our investment in innovative approaches and technologies, while revitalising volunteerism and youth mobilisation in urban settings</p>	<b>Target 6:</b> 100 per cent of National Societies use appropriate connectivity tools considering their national and local context	<b>100%</b>	<b>71%</b>
 <p><b>Community of practice commitment:</b> Establish a community of practice with the business community for optimising income-generating activities and social entrepreneurship</p>	<b>Target 7:</b> Establish a community of practice for income-generating activities and social entrepreneurship <sup>1</sup>	<b>100%</b>	<b>63%</b>

<sup>1</sup> To align with the Mid-term Review, the data for this target reflect on the per centage of National Societies participating in a community of practice, instead of the establishment of a community of practice.

COMMITMENT	TARGET INDICATOR	TARGET (%)	ACHIEVEMENT OF REPORTING NATIONAL SOCIETIES (%)
 <p><b>Cash programming commitment:</b> Encourage National Societies to adopt cash programming as an important tool to maintain dignity for affected populations</p>	<p><b>Target 8:</b> At least 60 per cent of National Societies are 'cash ready'</p>	<p><b>60%</b></p>	<p><b>63%</b></p>
 <p><b>Integrate PGI and CEA commitment:</b> Integrate Protection, Gender and Inclusion (PGI) and Community Engagement and Accountability (CEA) into our policies and strategic guidance and include people with disabilities in National Societies' membership, programmes</p>	<p><b>Target 9:</b> 100 per cent of National Societies and the IFRC roll out the Minimum Standard for PGI in Emergencies (Minimum Standard) in their operations</p>	<p><b>100%</b></p>	<p><b>63%</b></p>
 <p><b>Migration and displacement</b></p>	<p><b>Target 10:</b> At least 75 per cent of National Societies integrate the needs of migrants, refugees and displaced people in their strategic planning processes, including through specific needs assessments and the development of migration policies and strategies where relevant</p>	<p><b>75%</b></p>	<p><b>79%</b></p>
 <p><b>FbF and CBS systems commitment:</b> Invest in FbF and CBS systems, linked to proper monitoring and alert mechanisms</p>	<p><b>Target 11:</b> At least 50 per cent of National Societies introduce Forecast-based Financing (FbF) and Community Based Surveillance (CBS)</p>	<p><b>50%</b></p>	<p><b>63%</b></p>
 <p><b>Safer schools commitments:</b> Engage with Safer Schools initiatives, with a focus on introducing risk awareness couple with the Fundamental principles of the International RCRC Movement and humanitarian values in schools  Provide safer access for students to attend schools, in all settings, ensuring the inclusion of all groups, with a focus on the socially and economically marginalised</p>	<p><b>Target 12:</b> At least 50 per cent of National Societies engage with Safer Schools initiatives</p>	<p><b>50%</b></p>	<p><b>79%</b></p>
 <p><b>Policies on fraud, corruption, SEA commitment:</b> Strengthen the culture of humanitarian principles and understanding, while upholding zero tolerance for fraud, corruption and SEA, to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners</p>	<p><b>Target 13:</b> 100% of National Societies have policies in place on: the prevention of fraud and corruption, and Sexual Exploitation and Abuse (SEA), to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners</p>	<p><b>100%</b></p>	<p><b>79%</b></p>

## Engaging: For Resilience – Targets 1 to 7

### Target 1: Women Leadership



**At least 50 per cent of the elected and appointed leadership of the National Societies and IFRC governance are women**

*Related commitment:  
We are committed to achieve greater female representation at the leadership and governance levels, both at the international and National Society levels*

#### Indicators

- Number of women/men in leadership and governance levels (Governing Board, President and Secretary General) in all National Society governance positions, and IFRC Asia Pacific and MENA Heads of Country Delegations and Country Cluster Delegations and Heads of Unit in Senior Management Teams
- Number of women/men in National Society branches
- Number of women/men as volunteers

#### Analysis

Of the respondent National Societies from Asia Pacific, only 42 per cent have achieved Target 1 as of 2022, which focused on increasing women's representation among leadership and governance roles to 50 per cent. According to the survey data, up to 37 per cent of leadership and governance roles in the reporting National Societies are held by women<sup>2</sup>. There were 166 women leaders among the 446 leadership roles reported, which means that for every women leader, there are approximately 2.687 male leaders (37 per cent women leadership). In terms of women representation across the reporting National Society branches, there were 30,660 women among the 86,258 members/staff, making the ratio of women to men 1:2.82 (36 per cent women members/staff). The ratio of women to men volunteers on the other hand was encouragingly higher at 1:0.74, with 1,834,552 female volunteers reported against 1,366,841 male volunteers (57 per cent of women volunteers).

Overall, the data suggests that more progress is needed for women in leadership and governance roles in National Societies. Nevertheless, the high ratio of women to men volunteers is a sign that efforts to promote gender diversity and inclusivity are having a positive impact. Future efforts can focus on translating the high ratio of women volunteers across the Asia Pacific National Societies to branch representation and leadership roles.

#### Key Achievements

- Women as Humanitarian Leaders in Asia Pacific (WaHL) initiative was endorsed in February 2022, to inspire all women in Asia Pacific in their future within the IFRC Secretariat and national societies, to have access to more opportunities for capacity building, support, inspiration, mentoring and coaching. Six working groups were established in pursuing the goals for the WaHL
- GLOW Red Network active since 2017 to increase women's representation in leadership roles across the Red Cross Red Crescent Movement, with regional meetings held
- The Female Leaders in Asia Pacific Emergencies (FLARE) network promoted women leadership in disaster risk reduction and management
- Establishment of the Pacific Red Cross Red Crescent Women in Governance steering committee, chaired by a regional National Society
- South East Asia Women Peer to Peer Exchange initiative, led by a regional National Society, will provide women in the region with peer-to-peer, capacity building opportunities

<sup>2</sup> This figure omits data anomalies observed in a single survey entry, wherein one respondent recorded values that displayed substantial deviation from the norm and may potentially be erroneous in nature.

- A Women Empowerment Project implementing in four national societies in the Asia Pacific was funded by a Middle/East/ Gulf National Society, with the aim at building resilience and improve livelihood of marginalised and underprivileged women in the communities
- A Women Leadership Forum in the Middle East/Gulf gathered and engaged women leaders in the region
- Roundtable discussions to facilitate inter-generational dialogue in the Middle East/Gulf to encourage young women to advance their leadership roles in regional National Societies

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies achieved 50% women in leadership roles	50%	20%	42%
% women/men in leadership and governance	50%	n/a	37%
% women/men in branches	50%	n/a	64%
% women/men as volunteers	50%	n/a	57%

## Target 2: One Billion Coalition (1BC)



**At least 70 per cent of National Societies join the One Billion Coalition for Resilience (1BC)**

*Related commitment:  
Joined the 1BC and advocate for effective collaboration and partnership in programme development implementation in both urban and rural sectors at various levels of society*

### Indicators

- Number of National Societies who have launched the national coalition for resilience

### Analysis

The One Billion Coalition for Resilience (1BC) is a global initiative launched by the IFRC in 2018 to bring together governments, civil society organizations, and communities to build resilience and reduce vulnerability to disasters and crises.

Based on respondent information, 50 per cent of reporting National Societies have joined the 1BC by setting up or joining a national coalition for resilience, which fell short of the 70 per cent target. The Final Review acknowledges the Asia Pacific National Societies may have alternative means of collaborating with stakeholders, partners and communities to promote resilience and disaster risk reduction.

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies join 1BC	70%	20%	50%
% of National Societies launched the national coalition for resilience	70%	20%	50%

## Target 3 and 4: Volunteer and Youth Representation



**At least 50 per cent of National Societies have a diverse representation of volunteers in leadership and governance**

*Related Commitment:  
Ensure a diverse representation of youth and volunteers in leadership and governance*



**At least 80 per cent of Asia Pacific National Societies incorporate youth representatives, elected or appointed**

### Indicators

- Number of National Societies that have at least 30 per cent of their Governing Board members who are youth and/or volunteers
- Number of Asia Pacific National Societies with youth representatives, elected or appointed by youth at the National Society governing board level, OR with another structure/mechanism by which youth voice is regularly gathered and shared with their Governing Board

### Analysis

Asia Pacific National Societies are committed to promoting diversity and inclusion within their governance and leadership structures, ensuring robust representation of volunteers and youth in positions of influence and decision making.

Respondent National Societies have impressively exceeded Target 3, with 54 per cent having volunteer representation among leadership and governance roles. For Target 4, the target was close to achievement with 79 per cent reporting National Societies having youth representatives, elected or appointed by youth at the National Society governing board level, or with another structure/mechanism by which youth voices are regularly gathered and shared with their Governing Board.

The results demonstrate that National Societies in the region are successfully building dialogue and collaboration with young people and volunteers, through inclusive leadership structures, shared ownership and the incorporation of youth perspectives in decision-making.

### Key Achievements

- Regional youth networks, such as the Asia Pacific Youth Network (APYN), Middle East/Gulf Youth Network, Southeast Asia Youth Network (SEAYN) and East Asia Youth Network (EAYN) etc. serve as platforms for youth engagement in the regions
- Youth Café in the Middle East/Gulf held monthly to bring regional youth together for speaking events
- Inclusion of structures within National Society constitutions that support youth to participate in governance at multiple levels
- Development and use of applications to monitor and gather information on volunteer diversity to support recruitment and incentives for diversity and expansion.
- Documentation of youth structures ongoing in an Asia Pacific National Society
- Two National Societies from Asia Pacific and the Middle East/Gulf collaborated with FIFA on the initiative “United Through the Power of Football” to engage women in football and empower them through micro-projects
- High-level engagement of youth in National Societies through national youth panels, youth commissions and youth committees that are represented on or provide feedback to the governing boards

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies with youth in leadership and governance	50%	50%	53%
% of National Societies that incorporate youth representatives	80%	n/a	79%
% National Societies with 30% youth and volunteer governing board members	50%	50%	54%
% National Societies with youth representatives	80%	n/a	79%

## Target 5: Volunteer Attraction and Retention



**The IFRC and all National Societies develop mechanisms and tools to attract and retain volunteers**

*Related Commitment:*

*Enhance the skills and capacities of youth and volunteers and engage their talents through technology and social media*

### Indicators

- Per centage of National Societies that offer a digital volunteering platform<sup>3</sup>, either their own or through a collective system
- Numbers of volunteers linked through a digital volunteering platform
  - o In their own country and
  - o Across countries

### Analysis

The Red Cross Red Crescent Movement recognizes the crucial role volunteers play and aims to develop mechanisms and tools to attract and retain them. However, only 38 per cent of respondent National Societies in the Asia Pacific implemented digital platforms to facilitate volunteer engagement as per Target 5. In terms of the digital volunteering platform, 331,401 volunteers were reported to be linked within their own country, demonstrating some success in volunteer engagement. The number of volunteers connected across countries was comparatively lower, with 13,885 volunteers linked through digital platforms. Nonetheless, the Final Review acknowledges that the indicators established to gauge the achievement of the target may not provide an accurate assessment as there are more tools and mechanisms for volunteering that are beyond digital platforms.

These findings highlight the need for increased focus and investment in developing and promoting digital mechanisms to attract and retain volunteers. Emphasizing the use of technology and social media, as outlined in the related commitment, can help harness the skills and capacities of youth and volunteers, enhancing their engagement and participation.

### Key Achievements

- Multiple National Societies now have funding mechanisms of up to CHF18,000 to support duty of care for volunteers through self-insurance schemes.
- National Societies are supporting continued volunteer participation, development and care through targeted fundraising for long-term volunteer sustainability
- National Societies have voluntary national board members
- Significant progress in volunteer database management systems made to support recruitment, development and retention of existing and future volunteers.
- A solidarity mechanism was developed for duty of care for volunteers in a Middle East/Gulf National Society

3 A digital volunteering platform may be either a platform for remote, online volunteering or a specific volunteering platform to recruit volunteers and promote opportunities, or a database with non-specific software or software for volunteering management.

- Development of a mobile application for volunteer as first responders in a Middle East/Gulf National Society
- Two National Societies in Asia Pacific have mobile phone applications for volunteers to register and apply for training and activities, as well as connect with their volunteers abroad
- Studies conducted by Middle East/Gulf National Societies to measure volunteer motivation in place

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies that have mechanisms/tools to attract and retain volunteers	100%	35%	38%
% National Societies offering a digital platform	100%	35%	38%
No. of volunteers linked through a digital platform in their own country	n/a	n/a	331,401
No. of volunteers linked through a digital platform in their own country across countries	n/a	n/a	13,885

## Target 6: Connectivity Tools



**100 per cent of National Societies use appropriate connectivity tools considering their national and local context**

*Related Commitment:*

*Develop sustainable, relevant connectivity technologies to reduce the gap created by the digital divide*

*Increase our investment in innovative approaches and technologies, while revitalising volunteerism and youth mobilisation in urban settings*

### Indicators

- Percentage of IFRC-led operations for which National Societies regularly use platforms and applications maintained by IFRC (including creation of data products and services and overall data use for decision-making)
- Percentage National Societies that have partnerships with digital companies to facilitate National Societies' access to IT foundational systems services, and skills
- Number of partnerships with digital companies to facilitate National Societies' access to IT foundational systems (connectivity, equipment and core systems) services, and skills in their countries
- Number of IFRC and National Society personnel (staff and volunteers) receiving digital and/or data training

### Analysis

For Target 6, while the target of 100 per cent usage was not achieved, 71 per cent of respondent National Societies used appropriate connectivity tools that consider their national and local context. This indicates a positive trend towards leveraging technology effectively. However, it's the Final Review notes the possibility that the formulated indicators may not accurately represent the attainment of this target<sup>4</sup>.

Regarding IFRC-led operations, 67 per cent of National Societies regularly utilize platforms and applications maintained by IFRC, demonstrating the integration of data products and services for decision-making. Additionally, 71 per cent of National Societies have established partnerships with

<sup>4</sup> Sustainable and relevant connectivity technologies likely encompass more than just emergency platforms and applications, partnerships with digital companies, and personnel receiving digital training.

digital companies, resulting in 102 collaborations that facilitate access to IT foundational systems and skills within their countries.

Another noteworthy achievement is the training provided to National Society personnel. A commendable 79 per cent of National Societies have ensured that their staff or volunteers receive digital and/or data training. This has benefitted a total of 27,250 personnel, equipping them with the necessary skills to navigate the digital landscape effectively. The progress made in connectivity tools underscores the commitment of the IFRC and National Societies in Asia Pacific to embrace technology and reduce the digital divide.

## Key Achievements

- National Societies are participating in piloting the adaptation and customization of global database systems for local needs.
- National Societies work with digital companies to facilitate access to IT systems and services
- National Societies have developed web or mobile applications for volunteering, first responders and first aid
- 13 National Societies in Middle East/Gulf enhanced their digital engagement capabilities to join remote, digital events
- Five National Societies in Middle East/Gulf received funds to increase internet connectivity for a year
- A National Society in Asia Pacific developed a first aid mobile application that was downloaded 162,661 times in 2022
- A National Society in Asia Pacific used the IFRC Data Playbook and [GO Platform](#) to conduct 11 trainings for 238 volunteers and staff
- Another National Society conducted digital training across 42 branches

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies use appropriate connectivity tools	100%	85%	71%*
% of IFRC-led operations where National Societies use IFRC platforms and applications	100%	100%	67%*
% National Societies that have partnerships with digital companies	100%	n/a	71%
No. of partnerships with digital companies	n/a	n/a	102
No. of personnel receiving digital or data training	n/a	n/a	27,250

\* Variations in Mid-term Review and Final Review statistics may be explained by differences in the pool of National Societies responding to the survey.

## Target 7: Community of Practice



**Establish a community of practice for income-generating activities and social entrepreneurship**

*Related Commitment:  
Establish a community of practice with the business community for optimising income-generating activities and social entrepreneurship*

### Indicators

- A community of practice is established by 2022
- Per centage of National Societies participating in a community of practice
- Number shared of relevant best practices, case studies, tools and guidelines

## Analysis

In Target 7, which focuses on establishing a community or communities of practice for income-generating activities and social entrepreneurship, 63 per cent of National Societies surveyed are actively participating in these communities.

Furthermore, 42 per cent of reporting National Societies have shared relevant best practices, case studies, tools, and guidelines within these communities. This exchange of valuable information supports the optimization of income-generating activities and social entrepreneurship, as envisioned in the related commitment. By harnessing the power of collective expertise, the communities of practice serve as catalysts for innovative approaches and sustainable solutions in income generation and social entrepreneurship and have shared 53 best practices, case studies, tools and guidelines.

## Key Achievements

- Technical and networking support is now available through several regional communities of practice for all National Societies, such as the Pacific Resource Mobilization Network (PRMN), the Asia-Pacific Fundraising Network (APFN), and the Asia Pacific Cash Community of Practice
- Following several years of hiatus, the APFN reviewed its strategy and has resumed its role in supporting all National Societies.
- The Geneva-based Resource Mobilization CoP is working on an online platform to support National Societies worldwide.
- Asia Pacific Urban Community Resilience Hub coordinates and connects urban work across the region, enhancing knowledge sharing and peer-to-peer exchange
- Other communities of practice of note include the Asia Pacific Youth Network and the Asia Pacific Information Network
- A National Society in Asia Pacific has a community of practice to train 585 out-of-school youth in technical vocational courses
- A National Society set up three sloping agricultural land technology (SALT) farms
- A National Society in Asia Pacific supported 150 Red Cross Red Crescent youth with business proposal development and accounting training
- Some examples of best practices shared included development of a resource mobilization strategy, corporate fundraisers, food catering and coffee in the bus cafes that garnered income and provided work experience for volunteers

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies participating in a community of practice <sup>5</sup>	100%	50%	63%
Number shared of relevant best practices, case studies, tools and guidelines	n/a	n/a	53%

5 To align with the Mid-term Review, the data for this target reflect on the per centage of National Societies participating in a community of practice, instead of the establishment of a community of practice.

## Local Humanitarian Action: Greater Localization – Targets 8 to 10

### Target 8: Cash Programming



**At least 60 per cent of National Societies are 'cash ready'**

*Related Commitment:*

*Encourage National Societies to adopt cash programming as an important tool to maintain dignity for affected populations*

#### Indicators

- Number of relevant cash programming activities/trainings in number of National Societies
- Number of people reached by cash programming and number of National Societies reporting

#### Analysis

Target 8 was achieved with 71 per cent of respondent National Societies in Asia Pacific claiming cash readiness, indicating the drive for cash programming is growing. Respondent National Societies in the region have demonstrated a strong commitment to cash and recognize its value in addressing humanitarian needs.

In 2022, cash programmes reached 3.4 million people across eight reporting National Societies in the Asia Pacific. This is a significant increase from 2021 figures derived from FDRS, which showed 1,854,258 people reached across 21 reporting National Societies in the regions. This shows that there has been a significant drive for cash programmes in recent years, including cash and voucher assistance (CVA), a trend not just reflected within the Red Cross Red Crescent Movement but across the global humanitarian landscape.

#### Key Achievements

- The Middle East/Gulf Cash Community of Practice established in September 2021 strengthens the coordination and collaboration among National Societies in Cash and Voucher Assistance.
- Middle East/Gulf cash road map outlined the direction of CVA based on the key interests of NSs for 2022-2023.
- The Asia Pacific Cash Community of Practice is in the process of being established to strengthen the coordination and collaboration among National Societies in Cash and Voucher Assistance
- The Asia Pacific Cash Roadmap 2022-2025 outlined lessons learnt over the last years and highlighted strategic directions and priorities for the next four years.
- The Asia Pacific Cash Readiness Plan 2023 outlined the readiness and preparedness measures for implementing cash programming in the region
- Many National Societies are involved in a cash working group and a National Society CVA cell group
- National Societies in the region use cash programming in pandemic-related recovery and emergency, recovery and development programmes
- A few National Societies in Middle East/Gulf consider CVA as a response option, while CVA has increased during the emergency and recovery phase.
- A National Society in Asia Pacific has a cash standard operating procedure (SOP) and agreement with three financial providers and has a website for CVA activities
- A National Society in AP partnered with IFRC secretariat to provide CVA support to Pacific National Societies
- A National Society in Middle East/Gulf provided direct cash transfers through bank cards to recipients

- A National Society in Middle East/Gulf had SOPs and a joint cash distribution agreement with IFRC, ICRC, UNHCR and other partners
- A National Society in Middle East/Gulf mainstreamed cash into different sectors (education, food, livelihood, protection, health).

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies are 'cash ready'	60%	75%	71%*
% National Societies with cash programming activities/trainings	60%	63%	71%
No. of cash programming activities/trainings	n/a	n/a	99
No. of people reached by cash programming	n/a	1,600,000	3,400,311

\* Variations in Mid-term Review and Final Review statistics may be explained by differences in the pool of National Societies responding to the survey.

## Target 9: PGI and CEA



**100 per cent of National Societies and the IFRC roll out the Minimum Standard for PGI in Emergencies (Minimum Standard) in their operations**

*Related Commitment: Integrate protection, gender and inclusion (PGI) and community engagement and accountability (CEA) into our policies and strategic guidance and include people with disabilities in National Societies' membership and programmes*

### Indicators

- Number of National Society Emergency Plans of Action (EPOAs) that reference the PGI Minimum Standard and how this will be applied in an operation Per centage of National Societies participating in a community of practice
- Number of National Societies' EPOAs that reference CEA activities and how they will be applied in the operation
- Number of people with disabilities included in National Societies' membership
- Number of programmes that address people with disabilities

### Analysis

Data collected from National Societies in the Asia Pacific for Target 9 revealed progress was made but not met to integrate Minimum Standards for Protection, Gender, and Inclusion (PGI) in their operations. However, the Final Review notes the possibility that the formulated indicators may not accurately represent the attainment of this target<sup>6</sup>. The data shows that 75 per cent of the National Societies launched Emergency Plans of Action (EPOAs) referencing the PGI Minimum Standards, while 54 per cent of the National Societies referenced CEA activities in their EPOAs. However, only 29 per cent of National Societies reported disability figures, where those National Societies reported having 7,901 members with disabilities and 51 programmes for people with disabilities. The data underscores the need to improve the inclusion of marginalized groups, particularly people with disabilities, and community engagement in the IFRC membership and programmes.

### Key Achievements

- Some National Societies have PGI policies and disability inclusion
- IFRC ensures annual follow-up and technical support on policy development for PGI, PSEA and safeguarding with the respective National Societies.

<sup>6</sup> Reference to PGI, CEA and inclusion of persons with disabilities in National Society membership and programmes are not necessarily a reliable indication that National Societies are rolling out Minimum Standards for PGI in emergencies.

- Since 2022, all IFRC-supported emergency operations have incorporated PGI programming to ensure most at-risk communities are included in response and recovery interventions.
- Several National Societies now have staff or technical points engaging specifically in PGI policies, programming, and development.
- Overall, greater focus has been placed on PGI policies and programming in large-scale migration operations.
- Some Asia Pacific National Societies, with the support of the IFRC secretariat, are engaged in the Trust Index, a tool to measure and understand community trust in National Societies
- Risk communication and community engagement (RCCE) was widely used as a dominant approach during the COVID-19 pandemic to mitigate the risk and impact of outbreaks, with 189 million reached by RCCE for health/hygiene promotion and vaccine hesitancy alone
- CEA is increasingly prioritized across development and emergency operations and programming in IFRC and its membership
- A National Society in Asia Pacific connected with communities on locally appropriate, community-led activities to strengthen resilience
- For many National Societies, CEA is part of their emergency and development operations, in post-distribution monitoring reports and to improve their food and relief distribution mechanisms
- Some National Societies have volunteers, members and staff with disabilities
- Some National Societies offered specialized services for people with disabilities, such as activities for the visually impaired, medical projects, corrective surgeries and facial reconstruction, wheelchair distribution, emergency medical services and special schools

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies rolled out minimum standards for PGI	100%	30%	63%
% National Societies referenced minimum standards for PGI in EPOAs	100%	26%	63%
% National Societies referenced CEA	n/a	21%	53%
No. of people with disabilities in the membership	n/a	n/a	7,901
No. of programmes addressed people with disabilities	n/a	n/a	51

## Target 10: Migration and Displacement



**At least 75 per cent of National Societies integrate the needs of migrants, refugees and displaced people in their strategic planning processes, including through specific needs assessments and the development of migration policies and strategies where relevant**

### Indicators

- Number of National Societies addressing the needs of people in protracted crises
- Number of National Societies that considered the needs of migrants during their Strategic Planning process
- Number of National Societies that have a needs assessment or migration policy

### Analysis

In Target 10, 79 per cent of respondent National Societies self-report integrating the needs of migrants, refugees and displaced people in strategic planning. Of the respondent National Societies, 63 per cent have a needs assessment policy<sup>7</sup>, while only 29 per cent have a migration policy.

<sup>7</sup> The review however notes that this may refer to a generic needs assessment policy as opposed to one that is related to migration displacement and needs assessment

With less than a third with a migration policy, National Societies can work more to build a framework for addressing the needs of migrants, refugees and displaced people in their countries.

### Key Achievements

- Work together collaboratively through the Global Route-based Migration Programme to improve the safety and dignity of people on the move along land and sea-based migration routes in Africa, Europe, Middle East and North Africa and the Americas
- The IFRC Network in the regions are supporting the Movement Migration Strategy by participating in regional consultations
- [A Quick Guide to the Migration and Displacement Targets in the MC4A](#) for Asia Pacific National Societies was developed by IFRC and the Asia Pacific Migration Network (APMN)
- For Asia Pacific, eight National Societies have done migration and displacement needs assessments, and two National Societies have a migration-specific policy and strategy.
- Relevant National Societies within the IFRC network work with refugees, migrants and host communities across Asia Pacific and MENA affected by population movement, providing them with much needed services
- Domestically, some National Societies worked with seasonal and rural to urban migrants

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies integrate the needs of migrants, refugees and displaced people	75%	60%	79%
% National Societies addressing needs of people in protracted crises	75%	n/a	79%
% National Societies consider migrant needs	75%	61%	79%
% National Societies with a needs assessment or migration policy	75%	27%	63%

## Fast Changing World: Our Collective Capacity to Adapt – Targets 11 to 13

### Target 11: FbF and CBS



**At least 50 per cent of National Societies introduce Forecast-based Financing (FbF) and Community Based Surveillance (CBS)**

*Related Commitment:  
Invest in FbF and CBS systems, linked to proper monitoring and alert mechanisms*

#### Indicators

- Number of National Societies with Early Action Protocols established
- Number of National Societies with established CBS in close coordination with Government
- Number of National Societies that introduce FbF

#### Analysis

Forecast-based financing (FbF) is a proactive approach in disaster management that enables access to humanitarian funding for early action in anticipation of impending disasters, and is seen as the future of anticipatory humanitarian assistance. Community-based surveillance (CBS) on the other hand is a public health initiative that involves community members in the systematic detection and reporting of public health events in their communities, and is considered a low-cost complementary approach to local/national health systems.

A number of National Societies have adopted Forecast-based Financing (FbF) and Community-Based Surveillance (CBS) systems as per Target 11. The data shows that 63 per cent of the respondent National Societies have introduced FbF and CBS, which exceeds the MC4A target of 50 per cent. Moreover, 63 per cent of these National Societies have established Early Action Protocols and CBS. Additionally, 54 per cent of the National Societies have successfully implemented FbF. These findings suggest that a commendable level of progress and commitment has been made by National Societies in adopting FbF and CBS systems. The data also indicates that a significant number of National Societies have recognized the importance of these systems and find them useful in improving preparedness and response and reducing the impact of disasters on vulnerable communities.

### Key Achievements

- At least nine countries in Asia Pacific are priority countries for FbF
- Focus on CBS continues to increase in the Asia Pacific with several National Societies already gaining recognition of CBS by their respective governments.
- International funding has been garnered for National Societies which includes support for CBS.
- 19 National Societies were engaged in CBS in Asia Pacific during the COVID-19 pandemic
- A National Society in Asia Pacific collaborated with the World Meteorological Organization (WMO) to implement early warning, early action (EWEA) projects
- Selected National Societies will collaborate for FbF through the IFRC Climate Centre in 2023

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies introduce FbF and CBS	50%	45%	63%
% of National Societies with EAP	50%	n/a	63%
% of National Societies with CBS	50%	95%	63%
% NS with FbF	50%	36%	54%

### Target 12: Safer Schools



**At least 50 per cent of National Societies engage with Safer Schools initiatives**

*Related Commitment:*

*Engage with Safer Schools initiatives, with a focus on introducing risk awareness coupled with the Fundamental principles of the International RCRC Movement and humanitarian values in schools*

*Provide safer access for students to attend schools, in all settings, ensuring the inclusion of all groups, with a focus on the socially and economically marginalised*

### Indicators

- Number of National Societies that engage with Safer Schools initiatives
- Out of those National Societies, a number have introduced risk awareness plus Fundamental Principles of the Red Cross and Red Crescent Movement and humanitarian values in their Safer Schools initiatives

### Analysis

As of 2022, 79 per cent of respondent National Societies actively engaged with the Safer Schools initiative, surpassing the initial target of 50 per cent. Notably, in the regions of Asia Pacific, up to 75 per cent of the responding National Societies have incorporated risk awareness, along with the Fundamental Principles of the International Red Cross Red Crescent Movement and humanitarian values, into their Safer Schools initiatives. This demonstrates a strong commitment to providing safer access for students to attend schools across diverse settings, ensuring safer access to education for all, regardless of background or circumstances.

## Key Achievements

- The IFRC is part of the Asia Pacific Coalition for School Safety (APCSS) since 2012, which advocates for a shared framework for understanding and bringing about comprehensive school safety
- National Societies engage in the ASEAN School Safety Initiative (ASSI) as auxiliaries to their governments. ASSI is a multi-stakeholder initiative that aims to make schools safer through common standards for school buildings, training and school management for disasters
- The completion of a School Safety Research in 2022 for South East Asia with applications for wider Asia Pacific, which provides recommendations for regional governments and schools to implement the Comprehensive School Safety Framework

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies engage in Safer Schools	50%	50%	79%
% National Societies that engage in Safer Schools	50%	50%	79%
% of National Societies that introduced risk awareness, Fundamental Principles and humanitarian values in their Safer Schools	50%	50%	75%

## Target 13: Policies on Fraud, Corruption, SEA



**100 per cent of National Societies have policies in place on: the prevention of fraud and corruption, and Sexual Exploitation and Abuse (SEA), to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners**

*Related Commitment: Strengthen the culture of humanitarian principles and understanding, while upholding zero tolerance for fraud, corruption and SEA, to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners*

### Indicators

- Number of National Societies with a prevention of fraud and corruption policy
- Number of National Societies with a Prevention of SEA (PSEA) policy
- Per centage completion rate of compulsory training by National Society staff to address specified risks

### Analysis

Target 13 focuses on policies regarding the prevention of fraud, corruption, and Sexual Exploitation and Abuse (SEA) among respondent National Societies in Asia Pacific and Middle East/Gulf. On average, 61 per cent of these National Societies have implemented policies to prevent fraud, corruption, and SEA. Specifically, 79 per cent have established a prevention of fraud and corruption policy, while 63 per cent have a Prevention of SEA (PSEA) policy in place. However, staff training can be improved, as only 42 per cent of National Society staff have completed compulsory training to address specified risks. While advancements can be made across all indicators, staff training should receive special attention, as strengthens the culture of humanitarian principles and zero tolerance for misconduct across the IFRC membership. The Final Review notes the possibility that the formulated indicators may not accurately represent the attainment of this target.<sup>8</sup>

### Key Achievements

- Numerous National Societies have adopted or are developing PSEA, child protection and anti-harassment policies

<sup>8</sup> High number of National Societies that self-report having policies on fraud and corruption do not necessarily have corresponding policies on PSEA.

TARGET INDICATORS	TARGETS	MID-TERM REVIEW	FINAL REVIEW
% National Societies that have relevant policies in place	100%	20%	79%
% of National Societies with fraud and corruption policy	100%	n/a	79%
% National Societies with PSEA policy	100%	n/a	63%
% completion rate of compulsory training	100%	n/a	42%

## Remaining Commitments 1 to 8

For these eight remaining commitments, baselines, targets and indicators were not assessed or set at the inception of the MC4A. Similar to Targets 1-13 in the previous sections, all indicators were formulated later at the Mid-term Review stage and updated to a standardized metric of percentage measurement to allow for better longitudinal comparative analysis<sup>9</sup>. By using percentages, it becomes easier to compare the overall progress of National Societies in Asia Pacific over time. The indicator reporting a higher percentage of achievement was used to represent overall progress of the related commitment.

### Commitment 1

*Recognize the importance and urgency of local community resilience and commit to enhanced measures in mobilizing resources, applying technical tools and sharing experiences*

#### Indicators

- Number of National Society expenditures on ‘climate-smart’ disaster risk reduction (DRR) investments measured through the global DRR mapping
- Number of National Societies applying:
  - o Road Map to Community Resilience
  - o Enhanced Vulnerability and Capacity Assessment (EVCA)
  - o Tools for resilience measurement
- Number of National Societies uploading their EVCA reports into the global (E)VCA repository

#### Analysis

Commitment 1 focused on building local community resilience and enhancing measures in resource mobilization, technical tools and experience sharing. It is commendable that 63 per cent of National Societies in Asia Pacific actively employ technical tools such as the Road Map to Community Resilience and the EVCA, indicating their commitment to disaster risk reduction. However, there may be a need to further promote the use of resilience measurement tools among the IFRC membership. There is potential to increase commitment in ‘climate smart’ DRR investments, as only 38 per cent of reporting National Societies have done so. National Societies can also share their EVCA reports through the global EVCA repository to foster greater knowledge exchange, as only 13 per cent of respondent National Societies are utilizing this repository.

#### Key Achievements

- Several National Societies have worked to institutionalize climate-smart DRR
- A National Society has a country-wide flood resilience project with an insurance company that benefited 13,783 people
- A National Society promoted community awareness with the National Meteorological Office to promote community awareness through a volunteer drama group

<sup>9</sup> To better understand and compare achievements at the Mid-term Review and Final Review stage, all indicators were converted to a percentage. For each indicator, the numerator is the number of National Societies reporting “yes” i.e. success on the indicator, while the denominator is the number of National Societies that responded to the MC4A Final Review survey (24 of the 51 National Societies sampled).

- Several National Societies work with their government’s emergency management agencies for community resilience, such as the adoption of a neighbourhood-safe and resilient framework, a community resilience roadmap, greening DRR projects, and climate-smart urban risk resilience
- Several National Societies in Asia Pacific are active in EWEA, working collaboratively with various partners such as the Climate Risk and Early Warning Systems Initiative (CREWS)
- One National Society in Middle East/Gulf has done 24 EVCAs

INDICATORS	FINAL REVIEW
% National Societies with expenditures on ‘climate smart’ DRR investments	38%
% National Societies applying technical tools	63%
% National Societies uploading reports to the (E)VCA repository	13%

## Commitment 2

*Adopting a community-centered approach that focuses on strengthening engagement with partners, branches and communities*

### Indicators

- Number of National Societies that have implemented ongoing feedback mechanisms
- Number of National Societies with capacity for community engagement and accountability (CEA), including and CEA workplan

### Analysis

National Societies in the Asia Pacific have committed to Commitment 2, becoming more community centric by engaging with partners, branches and local communities. An impressive 88 per cent of respondent National Societies implemented feedback mechanisms, demonstrating their commitment to being more responsive and participatory with the communities they serve. Community engagement is a growing priority in the region, where 75 per cent responding National Societies have established capacity for CEA. To sustain and enhance these efforts, National Societies need to continue prioritizing community engagement and accountability, ensuring communities remain at the centre of decision-making and partnerships are strengthened to better address their needs.

### Key Achievements

- A number of National Societies have begun incorporating CEA in their emergency operational plans
- Several National Societies utilized knowledge from past CEA training under IFRC emergency operations to maintain community feedback mechanisms during the COVID-19 pandemic
- Development of CEA toolkits outlining best practices, community engagement principles, guides and tools
- A National Societies developed CEA guidelines and included them in their knowledge management module

INDICATORS	FINAL REVIEW
% National Societies with feedback mechanisms	88%
% of National Societies with CEA capacity	75%

## Commitment 3

*Develop a formal partnership framework and mechanisms for both Movement and external partners that enhance localisation of aid and National Society sustainability*

### Indicators

- A formal partnership framework is developed to enhance localization and National Society sustainability by 2022
- Number of National Societies engaged on Red Ready and Preparedness for Effective Response (PER)
- Number of pre-deployment agreements signed with National Societies to increase localization via stronger regional and subregional surge

### Analysis

Under Commitment 3, 67 per cent of respondent National Societies in Asia Pacific having developed and/or participated in formal partnership frameworks to enhance localization of aid and build National Society sustainability. By engaging in Red Ready and/or PER, 50 per cent of National Societies demonstrated their commitment to disaster preparedness and timely response. There was budding interest in the localization of regional and subregional surge mechanisms, evidenced by 25 per cent reporting National Societies having signed pre-deployment agreements, with a total of 45 agreements signed in the regions. However, 71 per cent of National Societies lack data for the indicator on pre-deployment agreements. The IFRC network needs to address data availability challenges, share best practices, and encourage active participation of National Societies in related initiatives. This will help establish formal partnerships that empower National Societies and enhance the localization of humanitarian aid.

### Key Achievements

- The Red Ready Project across nine National Societies in Asia Pacific continues to improve the capacity, readiness and resilience of local Red Cross and Red Crescent Societies and responders
- The planning and creation of a Localization Lab in the Asia Pacific, under the leadership of a regional National Society, to conduct and share research, studies and initiatives on ensuring strong, sustainable, relevant and effective local Red Cross Red Crescent Societies.
- A National Society in Asia Pacific has a partnership with their national foreign affairs department to enhance localization and sustainability with nine regional National Societies
- National Societies in Asia Pacific engage with their sister organizations in a Strategic Partnership Plan to enhance localization, sustainability and investments
- Numerous National Societies in the region have engaged in partnership frameworks in various technical areas
- Some National Societies in Asia Pacific are domestically embedding Preparedness for Effective Response (PER) into their emergency services framework
- PER assessments in Asia Pacific have identified priority focus areas across seven National Societies
- Some National Societies have used PER domestically to obtain a comprehensive baseline of their entire emergency response system and capacity

INDICATORS	FINAL REVIEW
% National Societies participating in a partnership framework	67%
% National Societies engaged in Red Ready and/or PER	50%
% National Societies that signed pre-deployment agreements	25%

## Commitment 4

*Decentralise management and resource allocation by National Societies, in line with localisation*

### Indicators

- Number of National Societies that update their Strategic Plans in line with IFRC S2030 and in line with localization with a focus on decentralisation and branch development
- Number of National Societies that have increased their financial reserves to more than six months

### Analysis

Under Commitment 4 on management decentralization and resource allocation, an impressive 92 per cent of National Societies updated their Strategic Plans in line with IFRC S2030 and localization, showcasing their dedication to aligning their strategies with global goals while emphasizing decentralization. This progress reflected a growing recognition to adapt and localize strategies to effectively address diverse humanitarian needs. Additionally, 67 per cent of National Societies successfully increased their financial reserves to more than six months, highlighting their commitment to building resilience and financial stability, which is crucial for sustained humanitarian response and preparedness. However, The Final Review notes that the indicators may not effectively represent the attainment of this target, as updating Strategic Plans in accordance with IFRC 2030 and increasing financial reserves do not quite translate into decentralized management and resource allocation. Nevertheless, these achievements demonstrated the positive impact management decentralization and resource allocation has on fostering National Societies' self-reliance and capacity to address local challenges effectively.

### Key Achievements

- Several National Societies have moved forward in their financial sustainability initiatives and are supported in transforming and rolling out new financial management systems at chapter level.
- A National Society in Asia Pacific established a foundation for investments, allowing it to have financial reserves for up to nine months

INDICATORS	FINAL REVIEW
% National Societies with updated Strategic Plans in line with IFRC S2030 and localization	92%
% of National Societies that increased their financial reserves	67%

## Commitment 5

*Work more effectively in an inspiring, ambitious and inclusive manner, which enhances Movement-wide gains, while utilising the best-placed Movement component for a common humanitarian goal*

### Indicators

- Number of shared leadership agreements in place
- Number of Movement or Federation-wide and coordinated appeals launched (international and domestic)

### Analysis

Commitment 5 focused on building an inclusive Movement that fosters collaboration and enhanced gains for a common humanitarian goal. There were mixed results, with only 42 per cent of responding National Societies signing shared leadership agreements. This indicated more progress can be made on promoting joint decision-making in the Movement, or better monitoring, as 58 per cent of respondent National Societies had no data for this indicator. Nevertheless, it was noteworthy that 109 agreements were signed in Asia Pacific, and 69 Movement or Federation-wide appeals were launched

internationally and domestically. To achieve the ambitions of Commitment 5, National Societies in the regions can address barriers to collaboration, communication and cooperation at the leadership level to maximize Movement and Federation-wide resources for collective humanitarian goals.

### Key Achievements

- Leadership agreements among National Societies, IFRC and ICRC, such as a Memorandum of Cooperation, led to a stronger cooperative environment
- A National Society from Middle East/Gulf had signed 36 leadership agreements
- Domestic appeals often supported emergency operations of fellow National Societies in the region
- An Asia Pacific National Society has launched nine coordinated domestic appeals to raise funds for IFRC and ICRC international responses, attracting non-Movement donations

INDICATORS	FINAL REVIEW
% of National Societies that signed leadership agreements	42%
% of National Societies that launched Movement or Federation-wide appeals	24%
No. of shared leadership agreements	109
No. of Movement or Federation-wide appeals (international and domestic)	69

## Commitment 6

*Strengthen our engagement in urban coalitions and multi-stakeholder partnerships to become partners of choice and improve the efficiency and effectiveness of our work in highly complex urbanised areas*

### Indicators

- Number of National Societies involved in city/urban coalitions
- Number of National Societies establishing partnerships with external urban actors
- Number of National Societies applying city-wide risk assessments (linked to EVCA/community risk assessments)

### Analysis

On Commitment 6, 67 per cent of respondent Asia Pacific National Societies strengthened engagement through active involvement in city/urban coalitions and multistakeholder partnerships. There was presumed growth as well in the application of city-wide risk assessments, with 50 per cent of surveyed National Societies utilizing EVCA or community risk assessments. By prioritizing these efforts and promoting multi-stakeholder collaboration, the IFRC network and its membership National Societies can work to address the unique challenges posed by urbanization and provide more targeted and impactful support to vulnerable communities in urban areas.

### Key Achievements

- Acknowledgement of some National Societies as supporting agencies in their country's national civil defence emergency management plan
- National Societies are in local coalitions across selected cities with municipalities, international NGOs and community-based organisations
- Training of urban communities in disaster risk management and climate change adaptation through these coalitions
- Many National Societies partnered with the country's Ministry of Public Health for health interventions
- Coordination and connection of urban work, enhanced knowledge sharing and peer-to-peer exchange through the Asia Pacific Urban Community Resilience Hub

- Organization of regional meetings on “Making Cities Heat Resilient” in 2021 and 2022
- 550 representatives from local governments, National Societies, youth, research, academia, the UN and intergovernmental agencies joined the 2022 Asia Pacific regional meeting

INDICATORS	FINAL REVIEW
% of National Societies involved in city/urban coalitions	67%
% of National Societies establishing partnerships with external urban actors	67%
% of National Societies applying city-wide risk assessments	50%

## Commitment 7

*Work in partnership with communities and other organisations to prepare, prevent and respond to outbreaks, epidemics and pandemics at a local level*

### Indicators

- Level of engagement with local and regional coordination platforms where epidemic preparedness is part of the mandate and responsibility

### Analysis

Commitment 7 on community partnerships for pandemic response has achieved remarkable progress, with 88 per cent of National Societies in the Asia Pacific actively engaged with local and regional platforms mandated for epidemic preparedness. Notably, 71 per cent of National Societies demonstrated high levels of engagement, most likely driven by developments of the COVID-19 pandemic, where many played a major role in national and regional response as auxiliary partners to their governments. The success of this commitment underscores the crucial role of National Societies in pandemic response, highlighting the dedication of the IFRC membership in building partnerships and coordinated responses in combating outbreaks, epidemics and pandemics.

### Key Achievements

- National Societies in the regions were/are members of national steering committees/commissions/councils for COVID-19 prevention and control, health advisories, state emergencies, disaster risk reduction, civil defence and regional resilience programming
- A National Society partnered with health institutions to form a corps of volunteer doctors and nurses to respond to infectious disease outbreaks like COVID-19, measles and polio
- Partnership in a hub to coordinate national efforts for pandemic response
- Participation in the Centre of Excellence in Pandemic Preparedness
- Individual National Societies received internationally funded equipment to distribute across public hospitals during the COVID-19 pandemic
- National Societies partnered with the government in their auxiliary role to roll out testing kits, information, education and communication (IEC), emergency relief and psychosocial support
- Some National Society hospitals were designated as public medical institutions
- Development of mobile applications to provide data on COVID-19 vaccinations and support
- Implementation of community-based surveillance (CBS) programmes, especially during the COVID-19 pandemic

INDICATORS	FINAL REVIEW
% of National Societies engaged with local and regional platforms mandated for epidemic preparedness	88%
% of National Societies with high levels of engagement	71%
% of National Societies with medium levels of engagement	17%
% of National Societies with low levels of engagement	4%

## Commitment 8

*Increase advocacy and address the needs of those impacted by protracted crises and displacement, including refugees and internally displaced people and host communities, including by promoting self-reliance and social cohesion, building trust with various stakeholders and strengthening branches as local actors*

### Indicators

- Number of National Societies with increased advocacy before, during or after migration
- Number of National Societies where needs of migrants, refugees, displaced people and host communities being addressed, including in the context of climate change and throughout the migratory journey
- Number of National Societies with strengthened capacity to take urgent, forward-looking action

### Analysis

Under Commitment 8 on protracted crises and displacement, 79 per cent of surveyed National Societies reporting strengthened capacities in taking urgent and forward action in the area. While 58 per cent of respondent National Societies in Asia Pacific have increased advocacy before, during or after migration, 42 per cent also acknowledged they did not engage in advocacy on migration, presenting an opportunity for further inclusion and collaboration. Similarly, 54 per cent of surveyed National Societies reported they addressed the needs of migrants, refugees, displaced people and host communities, while 46 per cent had no work or data in this area. To sustain progress in this commitment, the IFRC as a membership organization should work collectively to promote advocacy on migration, ensure that the needs of affected communities are met comprehensively, and further empower National Societies to respond proactively, fostering self-reliance, social cohesion, and trust among stakeholders.

### Key Achievements

- The IFRC network in the Middle East/Gulf region is part of the Global Route-based Migration Programme, with three other regions, which aims to improve the safety and dignity of people along land and sea-based migration routes
- Protracted crises and complex emergency operations ongoing in multiple countries across the Asia Pacific region
- A National Society in Asia Pacific published a Migration Scoping Report in 2021, which was cited by other non-governmental organizations as a reference on the needs of migrants and refugees in the country

INDICATORS	FINAL REVIEW
% of National Societies with increased advocacy	58%
% of National Societies that addressed the needs of migrants, refugees, displaced people and host communities	54%
% of National Societies with strengthened capacity	79%

## LEARNING AND RECOMMENDATIONS

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### 1. Ensure proper understanding and dissemination of the regional commitments and incorporate the actions into the National Societies' and IFRC unified plan.

#### Learning:

The Regional Conference is a high-level strategic meeting, convening the leadership of all National Societies to address critical matters and devise solutions rooted in shared interests. To effectively realize the agreed-upon commitments, it is imperative that the leadership provides clear direction and demonstrates an unwavering commitment to steer the National Society towards successful implementation. Unfortunately, there has been notable staff turnover both within IFRC and National Societies, leading to a significant loss of institutional knowledge and awareness regarding MC4A. This knowledge gap has hindered the ability to effectively execute the commitments. Furthermore, the commitments has not been fully included into the NSs and IFRC secretariat strategic and/or annual plans, resulting in a lack of ownership and allocated budget for its implementation.

#### Recommendation:

To effectively drive the implementation of the outcomes of the Regional Conference, it's crucial to adopt a comprehensive approach. This includes transparently communicating the shared vision, commitments, and progress to all stakeholders, from leadership to the working level, and foster accountability and understanding through transparent reporting and result-sharing. It is essential to regularly review commitments and targets to maintain relevance and alignment with evolving circumstances and goals, and be willing to make necessary adjustments.

To ensure ownership of the commitments and allocate adequate resources, including budgets and human resources, it might be helpful to incorporate the commitments into the National Societies' strategic plans and the IFRC unified plans. A thorough reassessment of resource allocation priorities within National Societies may be needed to support successful implementation, including the assignment of a focal team or person throughout the entire process.

### 2. Streamline commitments, establish a unified goal, and avoid too many different focuses.

#### Learning:

There were 13 targets and 22 commitments made by the MC4A, each with varying focus. Some were programmatic, while others pertained to policy or operational approaches. These commitments contributed to different objectives rather than a shared overarching goal. As a result, during the final review, it became challenging to assess and gauge the success of individual commitments and their contributions to a broader outcome. Ultimately, there was a lack of clarity regarding the intended achievements when these commitments were initially established, making it difficult to determine if our goals were met.

#### Recommendation:

It is of utmost importance to establish a shared overarching goal or vision that unifies all commitments and targets, which can begin by identifying a common theme. This will provide clarity and ensure that all actions contribute to a common objective. Each commitment and target must possess clearly articulated and measurable objectives. This will facilitate a more accurate evaluation of their accomplishments and their impact on the broader outcome. To prevent the dispersion of efforts and resources across numerous objectives, prioritising a manageable number of commitments is the key.

### **3. After the next regional conference, demystify the commitments into practical activities with SMART indicators and means of verification, led by technical colleagues. Ensure a robust monitoring and evaluation mechanism is in place throughout the implementation of the commitments.**

#### **Learning:**

A notable issue emerged regarding the lack of follow-up after the Regional Conference which the measurement of commitments and targets was only initiated a year later, led by an external consultant with support from technical colleagues. This delayed the implementation and presented considerable challenges in tracking progress against MC4A commitments. Furthermore, there were significant gaps in essential components such as indicators, baseline data, monitoring plans, and tools, which created a challenge in assessing progress since the adoption of MC4A and allowed making the necessary adjustments. While the MC4A Midterm Review did collect midline data in 2021, some data remained incomplete due to the underdeveloped and non-institutionalized monitoring mechanism.

#### **Recommendation:**

To facilitate effective implementation, it's imperative to comprehensively document the rationale behind each commitment and target, clearly delineating the expected outcomes. This documentation serves as a valuable reference for technical colleagues to formulate a work plan, indicators and means of verification, while ensuring transparency and a shared understanding of the commitment's purpose. Furthermore, it is vital to engage a diverse range of stakeholders, including those responsible for implementation and quality assurance, in the commitment-setting process. This inclusive approach is instrumental in securing alignment with the shared vision, fostering collaboration, and bolstering the commitments' overall efficacy. A baseline study would be essential to facilitate accurate progress assessment for the forthcoming regional commitments. Additionally, the development of a robust monitoring and evaluation plan is crucial for effective oversight and continuous improvement.

### **4. Enhance peer-to-peer exchange and learning throughout implementation of the commitments.**

#### **Recommendation:**

While each National Society is distinctive, by its unique context and culture, their best practices and lessons learned could inspire and benefit sister National Societies, particularly those with similar contexts and cultures. The IFRC Secretariat can play a pivotal role in recognizing the strengths of each National Society and fostering a culture of learning and knowledge exchange among them. Rather than waiting until the end of the implementation, these best practices should be captured and shared throughout the process, as if they are working towards a shared overarching goal.



## CASE STUDIES

# Bangladesh Red Crescent Society

Disability assessment at PMO, Cox's Bazaar (Photo: BDRCS)

## PGI IN EMERGENCIES

*The Population Movement Operation in Cox's Bazar, Bangladesh, is a good example of Bangladesh Red Crescent Society's disability inclusion programme in a major operation, helping to address the needs of people with disabilities from among the nearly 1 million people living in the camp settlement.*

### Providing Customized Services with Disability Partners

As the year 2022 ended, the Population Movement Operation (PMO) in Cox's Bazar continued as a protracted crisis, with some 950,972<sup>10</sup> displaced people still dependent on humanitarian assistance to meet their everyday needs. In the settlement of 33 camps for displaced Rohingya people, where an estimated 1 per cent of the community live with some form of disability,<sup>11</sup> the Protection Gender and Inclusion (PGI) team in close coordination with Community Engagement and Accountability (CEA) team at Bangladesh Red Crescent Society (BDRCS) has been running a disability inclusion programme in three camps.

In their work with persons with disabilities, the PGI team has partnered with various humanitarian actors including Handicapped International, which supports the National Society with technical training. In 2022, BDRCS signed a four-year memorandum of understanding with disability case management actors the Christian Blind Mission (CBM) and Centre for Disability in Development (CDD) to conduct on-site technical assessments, and provide customised assistive devices to persons with disabilities using the latest available technology.



Visually impaired camp resident in Cox's Bazaar having his sight assessed by a trained professional from Centre for Disability in Development with the support of Bangladesh Red Crescent. (Photo: BDRCS)

According to Sanjida Rahman, BDRCS PGI Coordinator in Cox's Bazaar, BDRCS does primary assessments of disabled persons at the camp using the Washington Group Questionnaire. This information is then shared with CDD and CBM representatives who conduct secondary assessments to determine the exact type of disabilities and recommend the appropriate devices and services needed by persons with disabilities in the camp community.

Under the partnership, BDRCS, CCD and CBM distribute assistive devices such as custom-made wheelchairs, crutches, hearing aids, and spectacles, and provide training and orientation for carers of persons with disabilities, all aimed at increasing resilience and self-reliance of this vulnerable group. During the distribution process, along with BDRCS and IFRC, CBM and CDD representatives are present to provide instruction on how to use and care for devices, to both the disabled person as well as their caregivers.

## Advocating for Disabled Camp Residents

Besides assistive device distribution, BDRCS runs various specially designed PGI activities for persons with disabilities at the camps. This includes training and orientation for disabled people and their caregivers, and life skills activities such as fishing net, mat, and cap making where persons with disabilities received training and materials to make products and earn an income.

"We have safe spaces – Dignity, Access, Participation and Safety (DAPS) centres located in camps 13, 14 and 19 where we run various type of awareness sessions for vulnerable groups, including for disabled people and caregivers, and through outreach activities we engage them in all our programmes and activities," explained Sanjida. In the last quarter of 2022 alone, good progress was made in camps 13, 14 and 19 where a total of 718 persons with disabilities participated in various life skills training sessions many gaining a sense of newfound dignity and independence.

“

*I felt like I am good for nothing as I am a paralyzed person and I had nothing to do but increase the burden on my family. Now the scenario has changed, I do not have to sit idly all day since I am engaged in making fishing nets. It feels good that I am able to do some worthy for my family again.*

”

– Sohidul, resident camp 13



Disabled camp residents participate in life skills activities such as mat making. (Photo: BDRCS)

## Mainstreaming PGI in an Operation

The IFRC's minimum standard on PGI in emergency guidelines have been translated into Bangla and are actively used at the PMO to promote best practices to ensure dignity, access, participation and safety of the camp community.

To ensure essential PGI services for particularly vulnerable individuals, the PGI team works closely with other programme sectors including water sanitation and hygiene (WASH), shelter and health.

One example of PGI mainstreaming has been providing easier access at the BDRCS distribution centre in the camp settlement. Easier access facilities have included building rails and ramps, as well as separate waiting places and queues. Other mainstreaming initiatives have involved the construction of special disabled friendly latrines, to improve accessibility, and providing rehabilitation services for persons with disabilities at the BDRCS Field Hospital in camp 7 in collaboration with CBM and CDD.

## Challenges and Opportunities in Disability Inclusion

In Bangladesh, and especially in the Cox's Bazar context, BDRCS continues to face several challenges in the area of disability inclusion:

- Negative attitudes and perceptions about people with disabilities, which continue to see this vulnerable group excluded from seeking or receiving essential services.
- Need for comprehensive data to conduct disability assessments in more camps supported by BDRCS, require more financial and technical resources.
- Strengthening further cooperation and coordination among disability case management actors, sharing relevant data for disability assessments, and resources may bring more success to all actors in terms of disability inclusion in the camp.



*Disability is very negative subject here. We have to build up awareness about this issue. Disabled people are not our burden; we can make them our human resources, we need awareness.*

– Sanjida Rahman, BDRCS PGI Coordinator in Cox's Bazaar



# VOLUNTEER MANAGEMENT MECHANISM

*The BDRCS Solidarity Fund mechanism has greatly enhanced the duty of care for volunteers and staff and was actively used in 2022.*

## Background

In 2021, BDRCS was one of five National Societies in the Asia Pacific region that each received funding support, through IFRC, of CHF 18,000 from the Swiss-based company Lacoste, to create a self-insurance mechanism. The initiative was created initially to address the major impact that the COVID-19 pandemic was having globally on Red Cross Red Crescent volunteers and staff actively engaged as front liners in COVID-19 related activities. At that stage, 10 staff and 59 volunteers at BDRCS had already contracted and recovered from COVID-19; however, under the National Society's existing insurance scheme they were not covered for the disease.

## Duty of Care for Volunteers

Assisted by IFRC, BDRCS used these funds to set up the Solidarity Fund mechanism and to provide volunteers and staff with an insurance plan for both COVID-19 and non-COVID-19 operations, an option not previously offered to volunteers.

According to the National Society, the main advantage of the mechanism is that BDRCS can control the administration process and therefore be more flexible in addressing the needs of cases and ensure speedy financial support when it is needed most. As compared to paying private insurance premiums, funds set aside for the self-insurance mechanism but not needed for supporting volunteers and staff are not lost and may be redirected for other important uses, such as improving volunteer safety and security.



*Before, we were only covered by IFRC Accidental insurance. But during the COVID-19 pandemic many of our volunteers were getting affected, BDRCS decided to support volunteers with the Solidarity Fund mechanism. And through this the volunteers feel very secured and realise their importance.*



*– Marium Bibi Roshny, BDRCS Programme officer, Youth and Volunteer department/former volunteer, hospitalised during COVID-19*



*During COVID-19 operations, BDRCS volunteers assisted those affected by the disease with oxygen support and transfers to hospitals. (Photo: BDRCS)*

With more than 360,000 BDRCS youth volunteers across the country, the mechanism has greatly improved the National Society's duty of care for volunteers. This includes the responsibility to reduce the risks volunteers face and to find solutions for those who fall ill but lack access to medical care or other critical support.

In 2022, IFRC and its membership contributed to the Solidarity Fund adding to the pool of funding that was already in use. That year, 11 BDRCS volunteers benefited from the Fund; nine of them for COVID-19 related illnesses contracted as result of working in the field. One of them was a doctor in Chittagong Jamison hospital who died from COVID-19 while serving in the hospital. After his death, and as short-term support, his immediate family received BDT 500,000 (around CHF 4,300).



## Growing the Solidarity Fund

By the end of 2022, BDRCS had grown the Solidarity Fund significantly with some USD 80,000 (CHF 72,000) generated through various project contributions from IFRC, ICRC and partners in Bangladesh including the Canadian, Danish, and Swedish Red Cross societies.

The allocation of BDT 1,000,000 (CHF 8,700) under the IFRC funded cyclone early action protocol (EAP) towards the funding pool, for instance, covered the cost of compensating injured or sick volunteers, particularly during flood implementation period, and provided short-term support to dependent family member of the deceased volunteer/s and staff.

The encouraging progress of the National Society's pooled funding mechanism helps to ensure the Fund's sustainability and reflects BDRCS's continued commitment for the duty of care of its volunteers.

## YOUTH LEADERSHIP & GOVERNANCE

*Youth leadership for a sustainable future has been a focus at the National Society with considerable progress made to develop youth policy and to incorporate young diverse voices at the Red Crescent decision-making level.*

### Red Crescent National Youth Policy Approved

BDRCS recognizes the importance of meaningful youth engagement as an effective means to strengthen Red Crescent services and build a strong and sustainable National Society. In August 2022 the Governing Board adopted the long-awaited revised Youth Policy, which serves as a point of reference for BDRCS Youth in decision-making processes at all levels.

The policy allows young people to act as an agent of change and provides scope for BDRCS youth to develop knowledge, skills and competencies and contribute to their community and society. Furthermore, the policy enables the National Society to engage youth more systematically for service delivery, transfer of experiences, leadership renewal, and overall development of the organization.

In December 2022, some 1,750 youth from across the country gathered at the 14th National Red Crescent Youth Volunteer camp where, among other sessions, they were briefed on the revised Youth Policy; the National Society also discussed plans to bring together the 68 branch youth chiefs in early 2023 to further reinforce their commitment for implementation of the policy.



Youth leaders preparing youth-led initiatives to be included in the National Society annual plan. (Photo: BDRCS)

## Strong Youth Voices in Decision Making

The revised Youth Policy has enabled BDRCS to provide quality humanitarian services and to expand its local impact. Success has been measured through the tangible and visible changes in institutional culture across BDRCS including active participation of young people in the BDRCS managing board, branch executive committee and other leadership decision-making levels.

The BDRCS National Youth Commission comprising 11 members actively promotes youth in decision and policy-making at every level of management, governance, programme and service delivery. BDRCS have youth representatives at all 68 branch and Headquarters level who are called Youth Chiefs. Youth chiefs of the branches participate in branch executive committee meetings as observer members, offering their insights and opinions on any matters pertaining to youth-related issues, while the chairperson of the Commission serves as an observer member in Managing Board meetings representing the interests of all National Society youth.

Once a year, all branch youth chiefs gather at a national-level youth chief conference that provides them with an opportunity to share their insights with BDRCS management and receive guidance for future activities.

According to BDRCS, significant progress has been made in female representation in branch and youth leadership at the National Society, from just 4 per cent in 2018 to 15 per cent in 2022, a reflection BDRCS's strong commitment to promoting gender diversity and inclusivity in its youth leadership.

On the National Society making headway in diverse representation Programme Officer Marium Bibi Roshny reflected on her own journey at BDRCS, "The first National Youth Commission [in 2018] was chaired by Mr Rakibul Alam and the second, chaired by me."



*Youth leaders from across the country participated in the 14th National Youth Chief Conference in 2021 (Photo: BDRCS)*



## Fiji Red Cross Society

*Pacific Resource Mobilization Network practitioners and Pacific National Societies' First Aid focal points collaborate at the Commercial First Aid Pre-Accelerator workshop facilitated by Australian business consultants, The Difference Incubator, in Fiji in November 2022. (Photo: Fiji Red Cross)*

### COMMUNITY OF PRACTICE

*Through pre-accelerator sessions and a business model canvas workshop, Fiji Red Cross Society progressed swiftly in 2022 to develop a commercial first aid business plan that has scaled-up this core income generation activity and is paving the way to financial sustainability for the National Society.*

### Pacific Red Cross Resource Mobilization Network

In 2019, in line with the priorities of Pacific Red Cross leaders to focus on financial sustainability at their National Societies (NSs), a community of practice of fundraising professionals from across the 14 Pacific Island nations was established known as the Pacific Resource Mobilization Network (PRMN). The PRMN, largely driven and owned by its members, seeks to empower NSs and enhance their capacity to deliver humanitarian services while aligned to the Financial Sustainability Framework and the goals of Strategy 2030. The IFRC Pacific Country Cluster Delegation (CCD) and, in particular, the CCD Resource Mobilization Manager have played an integral role in providing dedicated support to the Network.

#### Goals of PRMN:

- Exchange learning
- Share best practices as well as challenges and needs
- Share skills, experiences and knowledge
- Work towards the visibility of Pacific National Societies to contribute to achieving their long-term financial sustainability.

Between 2021 and 2022, the Network engaged in monthly virtual meetings to discuss revenue generation strategies and initiatives and crafted their annual work plans. During this period, business development was identified as priority for the PRMN through an IFRC Suva initiative supported by Australia Red Cross (ARC), which connected the Network to The Difference incubator (TDi), an Australian consultancy that helps non-profits develop financially sustainable, impact driven business models.



*The PRMN is probably the strongest of our networks because of their constant engagement, their direction, and the pee-to-peer support that they provide each other. To see the progress of the work they've done is incredible.*



*- Ragigia Dawai,  
Director General Fiji RCS)*

Subsequently, PRMN embarked on a structured professional coaching, mentoring and technical support (pre-accelerator) programme with TDi focused on business development, to help the Pacific NSs design and build business models centred on commercial first aid (CFA).

## Building the Commercial First Aid Business

As an important local income generating activity for most Pacific Island National Societies, with widely varying quality and profitability achieved by each NS, CFA was identified as a starting point for the pre-accelerator programme to improve the competitiveness of NSs in an increasingly competitive marketplace and increase local income.

To ensure optimal outcomes, the programme integrated both resource mobilization leads and First Aid coordinators from the 12 NSs involved. This holistic approach aimed to strengthen the overall capacity of the National Societies and maximize the potential of CFA as a revenue-generating initiative.

May	PRMN inaugural online Annual Meeting and introduction to TDi	PRMN	
August to October	Introduction to business skills	12 Pacific resource mobilization & 12 first aid focal points	3 x 2 hour online pre-accelerator sessions
	Introduction to business model canvas		
	Business model for CFA		
November	Commercial First Aid Pre-Accelerator workshop		3-day interactive workshop, Nadi, Fiji
	Follow up meeting		1 x 2 hour online pre-accelerator session
December	Follow up meeting		1 x 2 hour online pre-accelerator session
*One-to-one coaching sessions with TDi were available for NSs, on request			

**Figure 1: The 2022 PRMN Commercial First Aid Pre-Accelerator programme**

In early November 2022, the CCD and National Society co-hosted the Business Model Canvas workshop in Fiji with Network chair, Vanuatu Red Cross, playing a key role and ARC providing substantial technical support. By the end of the three-day course, participants had gained further knowledge and skills in resource mobilization and had built or modified the CFA business model canvas for their respective National Society.

“

*A good thing about the business model canvas is that it is not only for commercial first aid, you can use it for the Red Cross Shop or any income generating activity to completely dissect your product and see where you stand, and how you can further improve it*

”

*– Marisela Archibald, Fiji RC Resource Mobilisation Coordinator*



*The Difference Incubator assisting participants to develop their National Society commercial first aid business models. (Photo: Fiji Red Cross)*

## Understand Your Customer

Fiji RC is seen as a leader in CFA among Pacific National Societies, and one of the top two service providers in the country well known because of the quality of their service. Even so, according to Director General, Ragigia Dawai they face growing competition from other service providers, such as St John’s Ambulance that have started to offer mental health as a programme. “We’re in an environment where there is constant change and challenges. How do we build on these existing revenue streams to make it better and so the National Society is on par with market competition.”

For Fiji RC Resource Mobilisation Coordinator, Marisela Archibald, besides helping to devise their CFA business model canvas, key takeaways from the TDi-designed programme included the

“

*I have attended three training sessions previously and this being the fourth. The knowledge imparted and skills gained by our staff speak volumes. Finally I would like to thank Fiji Red Cross and your highly qualified [CFA] facilitators. Be rest assured that we will be engaging in further training as well as I will be recommending this training to other businesses.*

”

*– Kamlesh Sharma, Group GM  
Human Resources Projects  
Admin and Risk, Golden Ocean*

need to identify their market, better understand their customers, and improve on internal systems to maximise business opportunities. By December 2022 the National Society had successfully:

- Developed and submitted new CFA Business Plan to National Board for approval.
- Conducted market analysis through in-person customer surveys with existing CFA corporate clients to collect data on Red Cross products.
- Conducted Red Cross branch profiling to identify business environment and identify future income generation opportunities.
- Identified additional four first aid (FA) trainers from the Fiji RC network of community trained volunteers, doubling the CFA team and addressing the issue of a shortage of trainers.
- Upgraded FA training equipment, securing funds from IFRC's Flexible Investment Fund for 25 mannequins to address equipment shortage.
- Started sourcing for online scheduling software to replace the current inefficient manual customer booking system.

## Challenges Faced in the Network

Fiji RC made enormous progress developing their CFA income generation plans and activities in 2022, driven in large part by the strong engagement of the PRMN. Gaps and challenges remain, however, both at the National Society level and for the network:

- Need to establish standardized effective and efficient processes and procedures throughout the National Office and its 16 branches.
- Lack of institutional and staff experiences of engaging in a commercial and competitive sector.
- Current staff overstretched and unable to accommodate increased services.
- Need to look at other areas to bring in new business such as warehousing facility, life skill training centre in communities where there are no proper facilities.
- Poor visibility and inadequate marketing strategies for First Aid Shop, which sells first aid kits and ambulatory items.
- Feedback from corporate clients that CFA courses are too complex; request to change teaching method; extend course from 2-3 days as content considered too demanding and to include more practical sessions; consider language barriers (for Fijians who are not fluent English speakers).
- Network connectivity issues and lack of commitment from NSs to participate more regularly in PRMN meetings.

“  
*If we need to change our product along the way to better serve our customers then we will do that.*  
 ”  
 – Marisela Archibald, Fiji Red Cross Resource Mobilisation Coordinator



*Red Cross Safety trainers running a commercial first training course with Fiji Roads Authority workers in Labasa. (Photo: Fiji Red Cross)*



President of the Savusavu branch, Ateca Nayasi, presents the branch report at the 2022 National Council meeting in Suva. (Photo: Fiji Red Cross)

## WOMEN'S LEADERSHIP

*The central leadership roles of women at Fiji Red Cross Society in driving the National Society's agenda forward is a strong reflection of a culture where women are the foundation of their households, their families and their communities.*

### Intentional Changes in Leadership

According to Fiji Red Cross, leadership is the overarching goal of their National Society and they have been intentional about how leaders are developed, ensuring both men and women are included in plans while maintaining and understanding the cultural context of Fiji and of the 16 communities in which they have branches.

Part of their transformational journey over the past few years has been to include more women in senior leadership roles, an idea advanced by the former National Board President's steadfast commitment after the 2018 Regional Conference in the Philippines to include a woman on their National Board. In 2019, the National Society appointed its first woman Director General. By 2022, women held the positions of Director General and National Board President; two of the three Senior Management Team members at the National Society were also women.

To improve the representation of women in all levels of leadership, Fiji RC devised strategies to identify leaders at the branch and youth level as well as with professional volunteers. One approach used to identify women community leaders was working together with men in the existing structure to make them better understand the insights and contributions of women.

“

*For me, it's important in my leadership and my tenure here at Fiji Red Cross is that within this organization that I focus on providing equal opportunities for all staff with the ultimate goal of development and learnings to grow the future leaders of Fiji.*

”

*– Ragigia Dawai, Director General of Fiji Red Cross*

## A Gender Balanced Constitution

In December 2020, Fiji National Council members endorsed the National Society's revised Constitution. Fiji RC used the constitution revision process to help them achieve gender balance at different levels, which enabled them to achieve diversity in a more focused way.

The Constitution Review group itself was gender balanced (three women and two men) and comprised the former President, Youth Commission Chair, Director General, President, and former IFRC Head of Delegation, all of whom came with institutional knowledge, and an understanding and commitment to include women at different levels of the National Society.



*If I had to credit any of the real changes [in women's leadership] it would be an enlightened President, a man who very intentionally started the move for the Society. I came in and slowly shifted it.*



*- Sala Toganivalu-Lesuma,  
National Board President*

The following items were included in the amended Constitution:

- 4.3 ... the tasks of the Society are in particular to: (ix) strive towards gender balance within all aspects of the Society, as well as ensuring gender protection and inclusion is part of programmes and planning.
- 17.2 The National Board must be gender-balanced.
- 23.1 The Finance, Audit and Risk Commission is an advisory body to the National Board. It must be gender-balanced.
- 37.4 The National Board, in consultation with the Election Committee, shall determine the final list of candidates for elections and, in doing so, must ensure: (i) that a diverse array of candidates are presented as election candidates for National Board at the National Council meeting, including candidates with varied backgrounds (gender, ethnicity, religious beliefs, political, social and professional experience and specific skill sets).

## Ensuring Diverse Representation

In ethnically diverse Fiji, the National Society has ensured diversity at all levels, including on their National Board. When replacing outgoing board members, for instance, they have intentionally sought out not only women but representation from different ethnic groups.

As a woman in a leadership position, Director General Ragigia Dawai is constantly looking at ways to promote diversity at the National Society to be able to influence change, influence better delivery of services and to provide an environment that is conducive to learning for all staff, irrespective of gender and ethnic background.

In her role, Ragigia aims to spread those same opportunities out to the branches and to the communities they serve, including to their 800 or so Red Cross volunteers. She pointed out that of the National Society's 16 branches, men predominantly run three and these are all related to the branch location and demographics. One branch, for instance, in the sugarcane growing belt comprises traditional Indian cane farmers where the men are not open to their wives in leadership positions; however, with gentle advocacy from Fiji RC the men have become more open to the idea of their daughters involvement in other activities such as first aid training.

Sala Toganivalu-Lesuma, National Board President explained, “We have to maintain that context when we speak about women in all levels of leadership because there are certain branches, located within certain communities that will not have a woman leader, lead. It has driven the way we approach as a National Society, the concept of bringing up women into positions of leadership.”

## Barriers to Appointing Women Leaders

- Changing the mindsets of males in Fiji so that in this cultural context they are not threatened by having women leaders.
- Maintaining the gender balance at the National Society intentionally, to include men.
- Women are held to a higher standard in the Fijian cultural context and their leadership potential is generally overlooked.

“

*By fact that I am going into my second term as President [hopefully] provides motivation, encouragement, and sends a very positive message out to all women that this is trajectory, that you can sit on the Governing Board of the National Society and you can be President.*

”

*– Sala Toganivalu-Lesuma, National Board President*



*In 2019 Fiji Red Cross was the first Pacific island National Society to sit on the IFRC International Governing Board, represented by their woman National Board President Sala Toganivalu-Lesuma, pictured here with National Chairperson of the Malaysian Red Crescent Tunku Puteri Intan Safinaz. As one of three women on the 22-member International Board, Sala completed two terms, from 2019-2022. (Photo: Fiji Red Cross)*



## Indonesian Red Cross Society / Palang Merah Indonesia

*Cash voucher assistance allows beneficiaries to choose goods and/or services according to their own priorities and needs. Ali Suryaman used the assistance he received from the Banten COVID-19 response in 2022 to operate a small business selling local chips made from seldom-used ingredients such as snails and catfish. As his enterprise flourished, Ali received numerous media invitations to share his innovative approach. (Photo: PMI)*

### CASH & VOUCHER ASSISTANCE

*PMI have proven a stellar example of being “cash ready” with its cash and voucher assistance programme that has provided timely, scalable and transparent humanitarian assistance to communities across Indonesia after a crisis situation.*

#### From Relief to Cash Assistance

A nation of over 17,500 islands covering more than 1,900,00 square kilometres, Indonesia is one of the world’s most disaster-prone countries and experiences frequent and often large-scale natural disasters including earthquakes, volcanic eruptions, droughts, forest fires, tsunamis and floods. Traditionally, the National Society responded to communities recovering from the impact of disasters with the distribution of relief goods and services.

Cash voucher assistance (CVA) was first introduced to Palang Merah Indonesia (PMI) during the 2004 Indian Ocean earthquake and tsunami disaster response in Aceh. However, it wasn't until May 2014, during PMI's response to the Mount Sinabung volcanic eruption that PMI became fully engaged with CVA using the voucher modality.



*In emergency, before we always sent in our relief in terms of the logistics only. Logistic, logistic and logistic. People, people, people. Make us headache, because we need to think about the warehouse system, the transportation system. How do we deliver? We need... 7 days, more than 14 days to bring our relief to other islands, so this really is time consuming, makes our cash flow difficult. Now, we don't need to send relief, we can focus locally.*



*- Ridwan Sobri Carman, PMI Emergency Response Head*

## Changing Modalities of Cash Assistance

The National Society's model for cash assistance has evolved with time, and includes vouchers with barcodes, ATM cards, and SIM cards and, more recently, postal money orders from PT POS Indonesia.

PMI signed a two-year Framework Agreement with PT Pos Indonesia, which has significantly streamlined the CVA delivery time. This agreement eliminates the need for PMI to repeat the financial service provider selection process every time their services are required, resulting in more efficient and timely CVA implementation.



*Pos Indonesia fully supports this programme from PMI. We are spread throughout Indonesia to remote areas. We will even send it directly to residents homes if there are those who cannot pick it up, especially for the elderly and those who are sick or disabled.*



*- Rya Febrianto, Executive GM, POS Indonesia Tangerang, shared the state-owned company's support of CVA.*

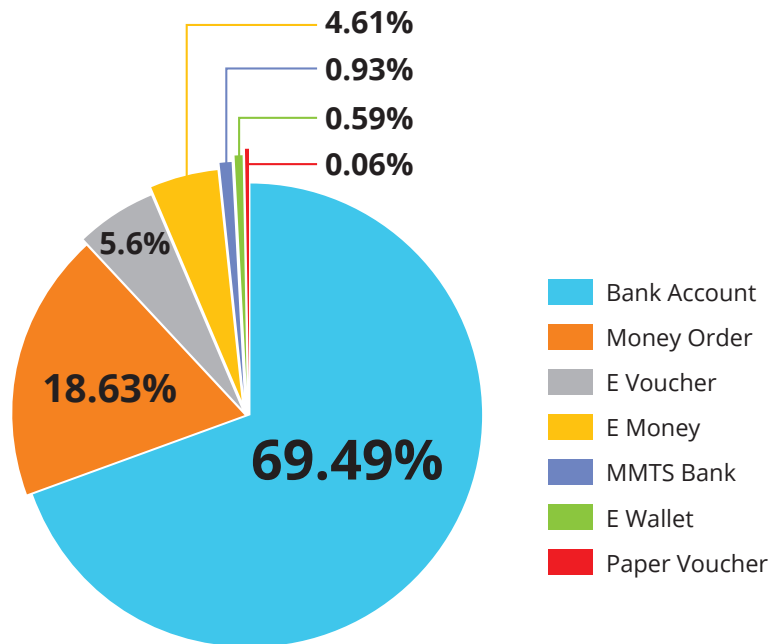


Figure 1: Delivery modalities used by PMI to distribute IDR 143,576,926 (CHF 8,600) across 95 CVA activities, from 2014 to 2022.

## The Wide Reach of CVA

In partnership with IFRC and American Red Cross, PMI's capacity to reach people with CVA has increased over the years. Together with government, non-governmental institutions, and UN agencies, PMI has made significant contributions to creating a "cash-ready environment" in Indonesia.

This number covers CVA activities managed directly by PMI national headquarters and excludes some unreported CVA activities at the provincial and district levels.



*What is important is that my mother's business can continue, and our financial situation is improving. My mother is a fishmonger, and with business capital secured from the grant provided by PMI, the business has been providing for our daily lives. Alhamdulillah (Thanks to the Almighty), even during a pandemic, we were still able to receive an income from our fish selling business.*



*- Fadhlon Ibrahim in August 2020, Bantaya, Central Sulawesi*

Year	Disaster	District/Province	No. of Beneficiaries reached	Delivery Modality	Total funds distributed (IDR)
2021	Earthquake	Majene & Mamuju, West Sulawesi	2,000	PT. POS	4.000.000.000
2020	Flood	Lebak, Banten	1,190	PT. POS	1,190.000.000
	COVID-19 pandemic	Palu, Central Sulawesi	6,714	Rekening Bank	6.086.241.000
	Earthquake	Sigi, Central Sulawesi	2,983	Rekening Bank	17.898.000.000
	Flood	Luwu Utara, South Sulawesi	1,475	PT. POS	1.416.000.000
2019	Earthquake	Lombok Utara, West Nusa Tenggara	2,000	Rekening Bank	14.000.000.000
		Lombok Timur, West Nusa Tenggara	1,372	Rekening Bank	9,604.000.000
2018	Earthquake	Lombok Tengah, West Nusa Tenggara	1,918	Electronic voucher	1.783.740.000
		Sumbawa Barat, West Nusa Tenggara	894	Electronic voucher	831.420.000
2017	Volcanic eruption	Sinabung, North Sumatra	300	Paper voucher	90.000.000
2017	Earthquake	Pidie Jaya, Aceh	1,500	E-Money	5,915.000.000

**Figure 2: Some of the multiple disasters across Indonesia where PMI implemented CVA activities from 2017 to 2021.**

## Challenges of Cash Assistance in Indonesia

According to Ridwan Sobri Carman, the PMI Emergency Response Head, despite the National Society's advancement in cash assistance, as the system expands they face both new as well as old concerns such as:

- Financial aid is considered ineffective in providing sustainable effects because it "gives fish" instead of "teaching how to fish".
- CVA should be decentralized, with PMI provincial and district offices being encouraged to implement this approach in disaster response and to support programme implementation across various sectors.
- Need to enhance capacities on personnel (HR) management, financial capacity (in relation to PMI's new financial system), policy, and donor relations, taking into consideration that approximately 60% of PMI's emergency operations now rely on the cash approach.
- Need for alternative disbursement mechanisms that eliminate the requirement of physical identification cards for beneficiaries.
- The current funding mechanism to support CVA is unable to accommodate the need to disburse/distribute funds to beneficiaries within one month of approval of the disaster response operation.



*Rokayah, a disabled woman-headed household affected by the 2022 Banten earthquake, used CVA funds to maintain her kiosk in front of her house as well as to buy some industrial leftover plastics that she cleaned and sold to junk yards for recycling into different products. (Photo: PMI)*

## COMMUNITY BASED SURVEILLANCE

*The community based surveillance system at Indonesia Red Cross is an outstanding example of how the National Society has worked with communities and public health authorities to prepare, detect and respond to epidemics, pandemics and disease outbreaks.*

### Background

Indonesia has been identified as a hotspot for infectious disease in Asia, with many communities across the country vulnerable to public health outbreaks. In the past few years, the country has sustained multiple outbreaks such as COVID-19, dengue, leptospirosis, measles, pertussis, rabies, and foot and mouth disease in animals.

#### Outbreak/non-natural disaster responses in 2022

- Ongoing response to COVID-19 in 34 provinces
- Polio outbreak in Aceh Province
- Measles outbreak in Bireun, Aceh Province
- Foot and Mouth Disease response in 3 Provinces

In 2018, to scale up its effort in preparing and responding more effectively to public health emergencies, PMI piloted the community epidemic and pandemic preparedness programme (CP3) funded by USAID. The initiative was trialled in six districts in the provinces of Bali, Banten, Central Java, West Java, South Sulawesi and West Kalimantan and used by PMI to extend coverage of their existing surveillance to community level including the most vulnerable populations.

### Community Detection and Reporting

As part of the CP3, PMI developed a community-based surveillance (CBS) system to engage and train community volunteers in epidemic preparedness and response.

The system is aligned to the community based health and first aid (CBHFA) approach and entails detecting and reporting signs and symptoms related to human and animal health risks within the community to relevant authorities as well as taking early prevention measures to stop diseases from spreading and to avoid outbreaks.

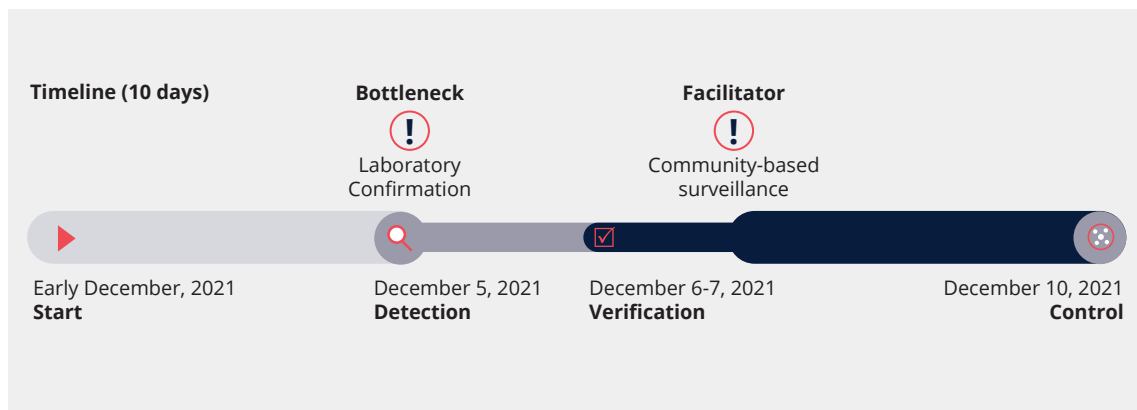


Community volunteers work to prevent and detect zoonotic diseases that can potentially cause an outbreak, epidemic or even pandemic. (Photo: PMI)

According to Dewi Ariyani, Head of PMI's Public Health sub-division, prior to CBS training, community volunteers must undergo epidemic control for volunteers training, to familiarize themselves with common infectious diseases that can potentially become epidemics. "Once volunteers are familiar with the various types of diseases, the general symptoms and prevention measures, they can report using CBS."

At the onset of the Coronavirus pandemic in 2020, the CP3 pilot was still underway in West Java, Central Java, Bali, and Banten. Already prepared, the National Society activated the CBS system and mobilized communities in the CP3 targeted areas to immediately respond to COVID-19 in these four provinces. From this experience, PMI gained the capacity to use CBS to respond to the pandemic in four more provinces and to other outbreaks across the country.

In December 2021, trained local community volunteers in the village of Sobokerto in Central Java successfully combated an outbreak of dengue through early detection and action. Upon recognizing signs and symptoms of dengue in the village that included rash, fever, and joint pain, volunteers promptly alerted the village midwife, and then notified their district supervisor. The case was confirmed positive for dengue and resident hospitalized.



**Figure 3: Timeline for 2021 dengue alert investigation in Boyolali district, West Java (Source: Epidemics That Didn't Happened Bulletin)**

To reduce the risk of further infections in the area, volunteers carried out health promotion activities in the community and worked with health workers on mosquito eradication. As a result of their early actions, no other dengue cases were reported and the hospitalized resident fully recovered.

## Taking CBS Nationwide

PMI has emerged as an important partner for the Indonesian government in epidemic and pandemic preparedness and response, a relationship solidified over the course of the COVID-19 pandemic when PMI demonstrated its strong capacity to scale up CBS at the national level.

Out of the 514 districts/cities in Indonesia's 34 (now 38) provinces, PMI actively responded to COVID-19 in 275 districts/cities, reaching over 7 million people through health education and risk communication campaigns, distributing over 2 million vaccine doses to the community and reaching more than 38 million people.

Recognizing the potential for CBS to be scaled up further, in 2022 PMI developed and presented an advocacy strategy to the Indonesian government for nationwide implementation of CP3 tools and to bring the health surveillance agenda forward. The strategy was positively received and has further solidified the National Society's positioning with government health agencies. Furthermore, the event provided PMI the opportunity to strengthen their auxiliary role on the national stage, and to showcase their community mobilization approaches that have played a key role in epidemic and pandemic preparedness in the country.

Besides national expansion, Red Cross Red Crescent partners who have been engaged in the CP3 programme in Indonesia have recognized the value of replication of this model to other countries. In the past few years, similar models have been developed in Fiji and Mongolia using the PMI model as inspiration.

“

*PMI will have a bigger role in future pandemic preparedness, which will be beneficial to communities in Indonesia. The focus now should not merely be on current response activities, but also on the sustainability of the Community-Based Surveillance system and the work with volunteers to prepare for future pandemics and outbreaks.*

”

*- Dr. Fuadi Darwis MPH, Head of Advisory Group at the National Agency for Disaster Management in Indonesia/BNPB*

## VOLUNTEER MANAGEMENT

*Rapid digitalization during the pandemic years has seen the successful launch and activation of the mobile application, SIAMO, a volunteer management system used by Indonesia Red Cross to recruit and manage volunteers during operations.*

### Background

With the onset of the Coronavirus pandemic in 2020, PMI recognised the need for a more efficient volunteer mobilization and management data system especially in emergency settings. Under the Red Ready project, supported by American Red Cross, the National Society fast tracked development on a volunteer management mobile application that is set to transform its existing manual system into a fully digital one.

The android-based Information System for Administration and Management of Operation (SIAMO) digital application was launched by PMI in September 2021.



*Administrative team at the earthquake operations in Sulbar, West Sulawesi, use SIAMO to prepare volunteers for deployment. (Photo: PMI)*

## Mobilizing Volunteers for Operations

The SIAMO application has helped PMI to successfully facilitate and manage the mobilization and deployment of its personnel (volunteers and staff) to operations across the country within a shorter period of time. Volunteers enrolled on SIAMO can register and update their skills and competencies in the application. This helps the National Society identify volunteers with specific skills and expertise that are needed at any one time in an emergency operation.

According to Fajar Sumirat, Head of Youth and Volunteers at PMI, digitalization has minimized bureaucracy and made it more straightforward for PMI to respond to disasters. “It’s much easier when disasters strike to mobilize personnel because [we] already know where volunteers are located, their capacities, competencies are already there [in SIAMO].

During the June 2022 earthquake in West Sulawesi, PMI was able to rapidly mobilise personnel from around Indonesia based on specific requirements from the field. Volunteers travelled to the disaster area using the SIAMO application as both digital identification and authorization of their assignment. At that time, the National Society was still in the process of transitioning systems and used a combination of both online and manual systems. By November 2022, PMI had moved fully online with SIAMO in its response to the Cianjur, West Java earthquake.

As a digital identification system, SIAMO proved especially useful for PMI volunteers on assignment during the various COVID-19 lockdowns in Indonesia to facilitate their movements within the country.

## The Many Uses of SIAMO

Unlike PMI’s previous data management system, which was limited to volunteers, the SIAMO application can and is being used to collect big data on all PMI personnel including staff and board members.

Volunteers registered on SIAMO can use the application to easily register and attend PMI national youth gatherings, conferences and events; the app also keeps track of their attendance at international assignments and meetings.

SIAMO offers a direct reward system to volunteers in the form of internationally recognised certification, sent directly to their phone upon the completion of mission reports. These government standard certificates are recognised by local institutions and are much sought after by volunteers as a means to help build their careers.

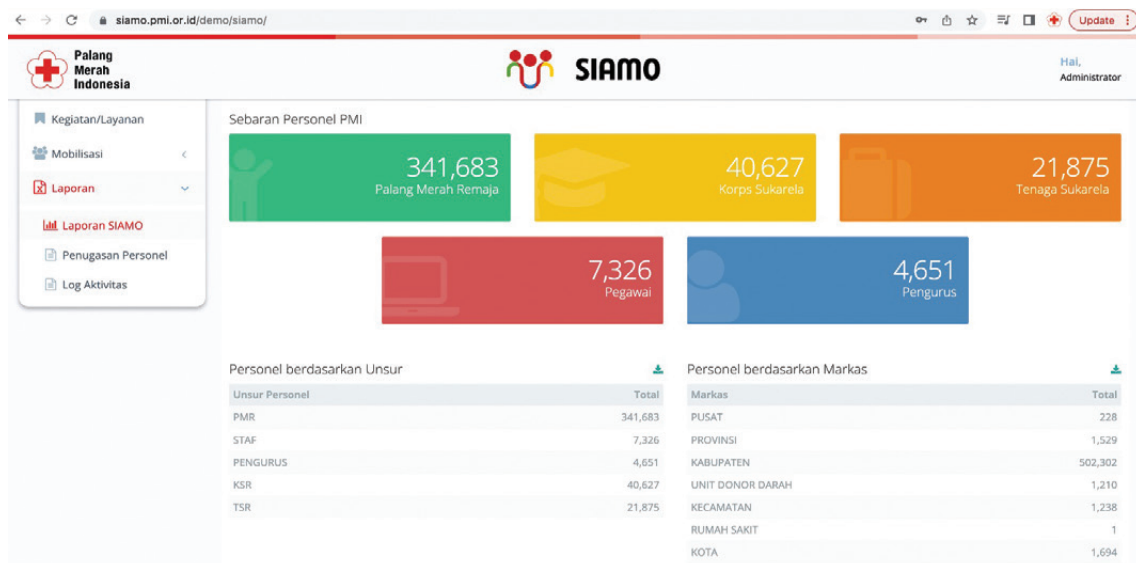


Figure 4: Real-time data on SIAMO showing the breakdown in numbers of PMI volunteers (youth, volunteer corps, and professional volunteers) and staff, as of 31 December 2022.

In addition, the application has provided the National Society with a centralized pool of information about volunteers, which they have used to send out messages of appreciation to active volunteers.

## Challenges of the New Application

While the National Society has made great strides in establishing and implementing the new volunteer management system, a number of issues remain to be resolved:

- Programming Language of the Data Source – how to use the MIS system as a data source when it was built differently from existing resources in the field.
- Technical issues – slow reaction time finding solutions to technical issues, caused by simultaneous use of the application by multiple end users.
- Capacity disparity across PMI branches – capacity at each PMI branch varies and requires creation of standard operating procedures/policies that can be translated into the application systems.
- Socialization – lack of knowledge and understanding of platform technology by personnel at PMI.
- User issues – Unstable Internet connection; errors when inputting data and from the system after adding human resources data; bugs on several tools.

While SIAMO has yet to be integrated across Indonesia, by December 2022 the application had been socialized in 34 of Indonesia's 38 provinces and 334 branches out of 524. Moreover, the application has been shared as a learning tool with nine other National Societies in the Asia Pacific that are part of the Red Ready project.



## Mongolian Red Cross Society

*Herder households in Arkhangai province migrating to another area seeking better pastures for their livestock (Photo: MRCS)*

### FORECAST BASED FINANCING

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*Forecast-based financing for vulnerable herders was the first in Mongolia and in Asia that successfully implemented early action.<sup>12</sup>*

#### Background

In Mongolia, extreme winter conditions and cold waves, known locally as dzud, can have devastating and deadly effects on the livelihoods of nomadic and semi-nomadic herders and on their millions of livestock at risk of malnourishment, starvation, dehydration and direct cold exposure. Over the past two decades, factors such as climate change and overgrazing have intensified these weather-related events and made them more frequent.

In a country where livestock raising is vital to the economy, accounting for 90 per cent of the value of agricultural production and employing 1 in 4 Mongolians<sup>13</sup>, this unique natural disaster has high potential for humanitarian crisis and widespread socio-economic damage.

<sup>12</sup> [https://www.preventionweb.net/files/62643\\_casestudy16mongoliafbfinal.pdf](https://www.preventionweb.net/files/62643_casestudy16mongoliafbfinal.pdf)

<sup>13</sup> <https://www.imf.org/en/News/Articles/2019/12/09/na121019-greening-growth-in-mongolia>

## MRCSS Adopts Forecast-based Financing

Mongolian Red Cross Society (MRCSS) has had vast experience in dzud response having assisted tens of thousands of herders over the years. In 2017, the National Society piloted the relatively new forecast-based financing (FbF) approach to implement early actions for highly vulnerable herders in targeted areas across Mongolia.

Within a few short years, they developed an early action protocol (EAP) for dzud that was approved by government, successfully activated the EAP, and went on to implement the FbF programme – in the winters of 2019-2020 and 2022. This new system has made a huge impact on the lives and livelihoods of herder households across the country.

November 2017	National Agency for Meteorology and Environmental Monitoring (NHMEM) published dzud risk map, the FbF trigger for dzud action.
December 2017 to January 2018	MRCSS pilots FbF project, funded by British Red Cross and RCRC Climate Centre, to support 2,000 affected herder families in 40 counties across 12 provinces.
2018	DREF forecast-based action initiated by IFRC
2019	MRCSS early action protocol (EAP) developed and approved, with pre-determined triggers for dzud. MRCSS endorsed as humanitarian agency to manage dzud by Government of Mongolia.
December 2019 to January 2020	MRCSS EAP activated to support 2,000 affected households across 21 provinces.
November 2020	MRCSS EAP updated; trigger model revised with Australian Red Cross.
December 2022	MRCSS EAP activated to support affected households across 20 provinces and two districts of Ulaanbaatar; trigger model revision on existing EAP started, with Australia Red Cross.

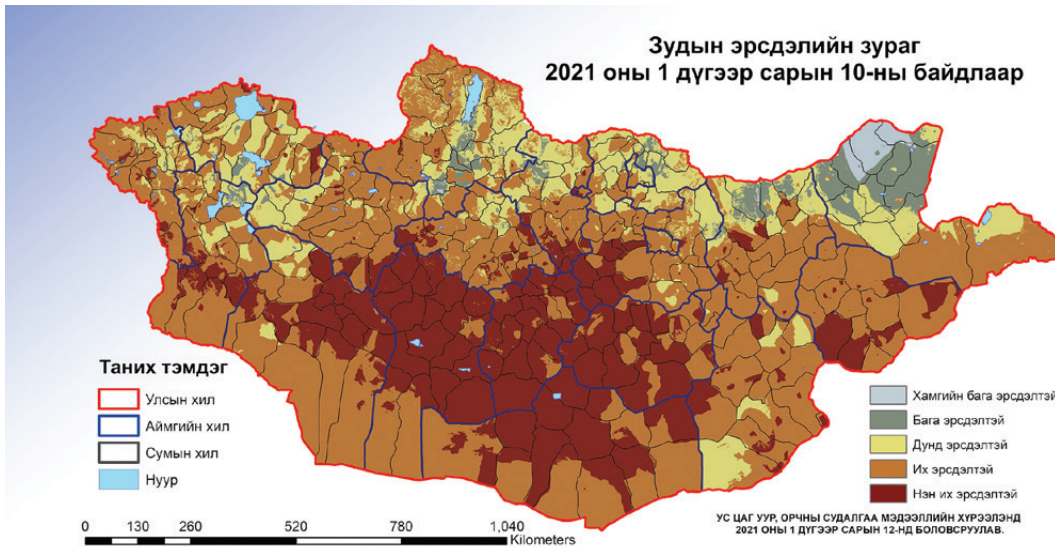
**Figure 1: Progress of forecast-based-financing approach in Mongolia**



*Herder giving out enriched mineral blocks to her livestock, one of the items provided by MRCSS in their animal care kits that offers much needed protection to animals ahead of the dzud. (Photo: MRCSS).*



As the humanitarian agency endorsed by the Mongolian government to manage dzud, MRCS coordinates closely with the government's National Emergency Management Authority (NEMA) and the National Agency for Meteorology and Environmental Monitoring (NAMEM), the technical agency that developed the country's dzud risk map for dzud implementation. The National Society's strong and established partnerships with government, technical agencies, scientific experts, and banks, as well as multi-stakeholder engagement have all been critical to the process that has led to successful implementation of the FbF mechanism for dzud.



**Figure 2: Dzum risk map 10 January 2021 (grey areas indicate the least level of risk; maroon areas indicate the highest level of risk). The target area for implementation must have very high risk of dzud and the MRCS branch in the province must be capable of running cash operations.**

## The Impacts of Early Action

The FbF plan allows for timely and effective implementation of early actions enabling the National Society to reach targeted herder households through unconditional cash transfer and the distribution of animal care kits to keep their livestock healthy, well before harsh winter conditions set in.

This early warning of dzud impacts and early action interventions reduce the number of livestock deaths, allowing herders to purchase hay and fodder for their animals before prices escalate due to increased demand, or medicines for themselves. Ultimately, it prevents them from losing their livelihoods.

In late February 2022, while conducting dzud impact assessments with herder households in Tsagaanchuluut soum, Zavkhan province, MRCS Climate Change and Disaster Management Senior Officer, Nyamkhoo Chuluunkhuu met Badamsuren L. and her young grandson. “She told us one of the reasons she lost so few animals compared to her neighbours was that she was able to buy enough hay and fodder for her 150 livestock before the impact... 40-50 bales of hay and a couple sacks of fodder. Until then, she had understood that aid only came after something happens.”

## Learning from the dzud

While MRCS has successfully used FbF to address the humanitarian impacts of the dzud in the country, there are still gaps in the system that need to be addressed:

- Slow internal data collection processes including verification and cross-checking of details of people targeted (from primary level Red Cross branches to mid-level branches), together with internal verification processes at the banks, can mean cash grants take up to one month to reach people targeted and delay operations.



*Herder grandmother, Badamsuren L., from Tsagaanchuluut soum, Zavkhan province lost very few of her animals during dzud because of timely cash assistance by the National Society (Photo: MRCS)*

- Early action protocol is currently limited to the dzud as there is a lack of technical expertise in other sectors to produce appropriate forecast products and scale up FbF for a wider variety of hazards such as drought, floods, dust and sand storms.
- FbF has not been institutionalized at the national level and requires further coordination and collaboration to introduce national policies and finance mechanisms.

Institutionalising anticipatory action is one of the long-term priorities of the National Society. According to Nyamkhuu, MRCS attempted FbF for flash floods in the summer of 2022 but the lead-time was too short and they were unable to successfully implement the project. "I think it's important to work with the government to establish more sustainable scaled up, and local actions... to have the early action mechanism at national level permanently there. We initiate it, we could implement it, but it's important to strengthen the government capacity."

In 2022 MRCS made an official request to NEMA to co-chair the Anticipatory Action Working Group with humanitarian country team, other humanitarian stakeholders, and state agencies including NAMEM, Emergency Management agencies and the Ministry of Labour and Social Care. They continue to push the FbF agenda to ensure more focused, appropriate and effective actions are in place to help vulnerable communities in Mongolia.

“

*I received 240,000 MNT (CHF 89) from the Mongolian Red Cross Society when I had nothing to feed my livestock with. It really helped me, thank you.*

”

*- Shurentsetseg D., Bornuur soum, Tuv province.<sup>14</sup>*

<sup>14</sup> <https://www.youtube.com/watch?v=aZ83u1LwCE0>



## COMMUNITY OF PRACTICE

*A community of practice among Red Cross mid-level branches and local business partners in Mongolia has strengthened branch business skills and enterprise development and opened up new opportunities for their long-term financial sustainability.*

In 2022, MRCS initiated a series of business skills development, social entrepreneurship and resource mobilization activities for over 30 mid-level branches led by local Mongolian business experts. Their plan was to increase the capacity of Red Cross branches and develop them into independent institutions with steady sources of income.

Over several months this network of Red Cross practitioners including branch secretaries and branch staff responsible for resource mobilization (one per branch), actively worked towards improving their business knowledge and skills; collaborated through face-to-face capacity building sessions; generated business project ideas; participated in a business proposal writing competition; developed resource mobilization strategies; and shared best practices on resource mobilization and increasing income sources.

### Building Business and Entrepreneurship Skills

Mongolian business advisor, Development Solutions NGO, a non-profit known for their work with local micro- and small and medium enterprises as well as socially responsible initiatives for large domestic and foreign companies, was engaged by the National Society to help develop the business potential of mid-level Red Cross branches through training and consulting services.

Thirty branches participated in an immersive business development programme, which comprised:

<b>24 hours</b> of capacity building training where participants gained knowledge in developing an entrepreneurial mindset, mapped feasible business projects, built business proposals, and prepared business pitches	<b>10 days</b> of project assignments, when each branch conceptualized and presented business projects that they intended to run over the next 1-3 years	<b>60 hours</b> of individual counseling on business projects (2 hours per branch)
		<b>22 hours</b> of project presentations, reporting writing and online sharing with branch staff about results.



30 mid-level Red Cross branches participated in business and enterprise skills training (Photo: MRCS)

## “Seed Funding” Proposal Writing Competition

Following the business skills training programme, 26 Red Cross mid-level branches that had developed their business project ideas entered a six-week-long online resource mobilization “seed funding” project proposal writing competition. Of these, 23 branches submitted business proposals and pitched their projects to the judging panel comprising representatives from MRCS and Development Solutions.

The competition’s top five winners, with innovative and socially and environmentally friendly income-generating projects such as ultrasound diagnostics, production of cotton bags and tree breeding, emerged from Zavkhan, Selenge, Khuvsgul, and Bayankhongor provinces and Baganaur district in Ulanbaatar.

The National Society’s long-term partner, Australian Red Cross, has financed the competition on a loan model basis whereby winning branches received “seed funds” for up to one year to develop their income generation projects.

## Moving Towards Social Entrepreneurship

With seed funding grants secured, competition winners are set to implement their income generation projects in 2023 with ongoing support from Development Solutions. As an established business partner, they will continue to assist branches to develop their business plans, provide business development training, and offer group mentoring and private consulting services.

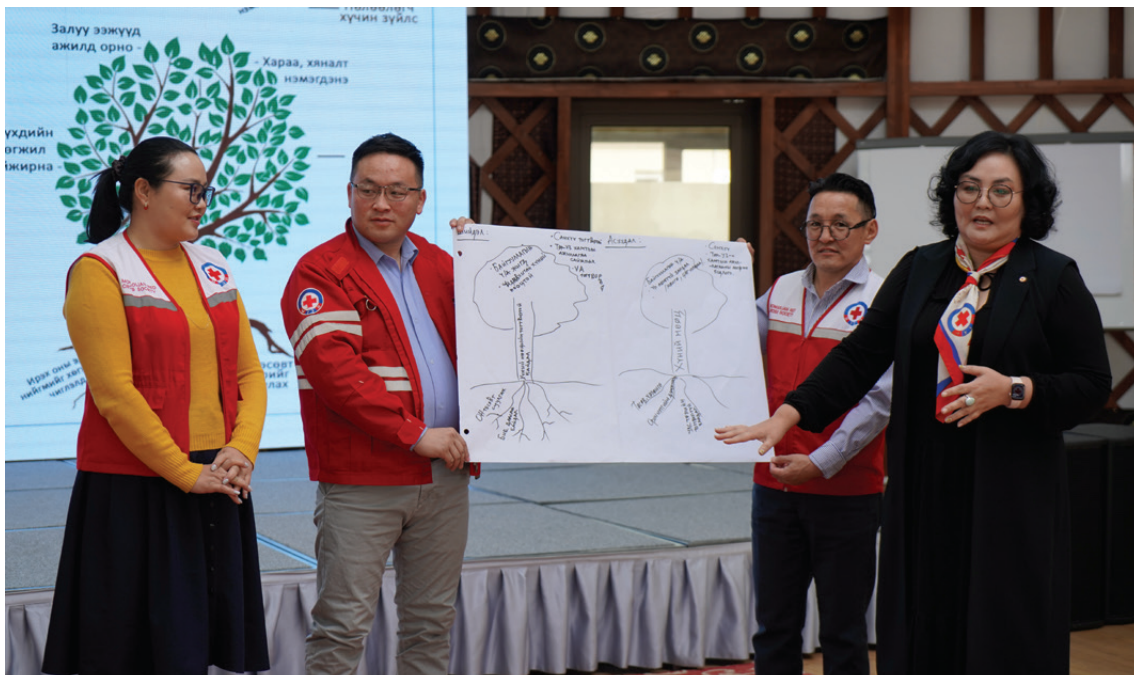
For the National Society, innovative income generation projects can diversify income sources, help reduce dependence on project-based funding, and ultimately move Red Cross branches’ towards financial sustainability.

“

*We believe that the implementation of mid-level branch business projects as social enterprises will create a positive perception of Mongolian Red Cross in society.*

”

*– Bolortsetseg G., Inclusion Centre Manager at Development Solutions*



Participants sharing plans for growth at the resource mobilization strategy training (Photo: MRCS)



## Yemen Red Crescent Society

Yemen has the fifth largest number of internally displaced persons in the world with an estimated 4.5 million in 2022. As the country's largest humanitarian network and first responders Yemen Red Crescent is present in most parts of the country, through 22 branches and 14 sub-branches, and has helped to meet the critical food and shelter needs of displaced families with relief, shelter materials and other supplies. (Photo: YRCS)

## MIGRATION & DISPLACEMENT

*The steadfast work of Yemen Red Crescent in providing integrated humanitarian services to affected communities living through prolonged conflict, including to migrants, refugees and displaced persons, has shown their potential to be one of the model response organisation within the Middle East region.*

### Background

The eight-year conflict in Yemen has been classified as one of the world's largest and worst humanitarian crisis, with economic sanctions and airstrikes that have devastated this population of 30.5 million. Besides the economy, Yemen's protracted crisis has affected the country's resources, fragmented public institutions, and almost collapsed basic services. While the country has seen various periods of ceasefire, with a nationwide UN-brokered truce between 2 April and 2 October 2022, the year ended with a failed truce; however, the situation remained stable with no escalation in fighting.

In 2022, some 21.6 million Yemenis were in need of humanitarian assistance 4.5 million of them internally displaced persons (IDPs), and a further 99,900 refugees and asylum-seekers, mainly from Somalia, Ethiopia<sup>15</sup>.

## Planning in a Protracted Crisis

Since 2014 when the conflict began, nearly six million people were forced from their homes in Yemen. In 2022, as stated by IFRC<sup>16</sup>, the country continued to be a major transit point for irregular migration with over four million IDPs due to conflict and climate-related crises. Displaced communities constantly lack access to sanitation and hygiene services, healthcare, food security, and protection services.

In its auxiliary role to the Yemen Government, the Yemen Red Crescent Society (YRCS) has developed strategies on migration and displacement to meet the needs of vulnerable communities. While YRCS does not have activities specifically targeting assistance to migrants, its disaster response actions include migrants as a part of the most vulnerable groups, who are provided with support where needed and appropriate. Considerations for displaced people have also been consistently included in any planned response<sup>17</sup>.

At the community level, YRCS has continued to work in partnership with UNHCR, the lead UN Agency of the Protection, Camp Coordination and Camp Management (CCCM) and Shelter/NFI Clusters, on CCCM and protection projects (also known as IDP community centres). In 2021, over 1.8 million IDPs lived in managed hosting sites where children and women represented up to 79 per cent of the total camp population. These YRCS run community centres provide IDPs and host communities with a package of services that include legal assistance, psychological and social counselling, awareness on protection issues, rental subsidies, and cash assistance among others. In the community centre in Amran governorate alone, nearly 306,000 people benefited from these services in 2021.

The National Society has continued to work with authorities on restoring family links programmes and provided assistance to IDPs in several thematic areas including WASH, food security, and shelter/NFIs and with essential disaster related needs during emergency response.

“

*When people come from Djibouti on the boat, sometimes they died at sea 25 people, 50 people. This needs urgent response.*

*– Dr Mohammed Al Fakeeh,  
National Programme Coordinator,  
Yemen Red Crescent*

”



Yemen Red Crescent volunteers support local communities and displaced persons by providing humanitarian services including health awareness and psychological support. (Photo: YRCS)

For migrants killed on the frontlines, or who drowned at sea, the National Society supported dead body management in coordination with the Ministry of Health. They retrieved bodies, arranged burials and transported dead bodies to families across borders, all of which required proper documentation and coordination with other agencies including ICRC, UNHCR and the International Organisation for Migration (IOM). As Dr Al Fakeeh explained, “We were the only organization that had access between the south and north, because we are covering the whole of Yemen.”

Type of Intervention	No. of people reached
Protection against COVID-19 pandemic	2,387,000
Cash assistance	578,000
Access to primary health care services	421,000
Food aid and livelihood support	420,000
Support of government hospitals and health centres	320,000
Access to safe water by installing water points	307,000
Distribution of non-food items	285,000
Affected by floods and rockslides	31,000
Campaigns on mine and explosive remnants of war awareness	30,000
Restoring family links	15,000
First aid and health care services for wounded and injured	4,000
Technical sectoral training for staff and volunteers	518
Other programmes and projects	535,000

**Figure 1: In 2021, Yemen Red Crescent implemented multiple interventions across the country, in response to disasters and disease outbreaks, and continued to address the existing needs of vulnerable communities including IDPs in camps.<sup>18</sup>**

## Fear and Stigma in a Pandemic

In April 2020, the outbreak of Coronavirus exacerbated the suffering of Yemenis already living with water scarcity, deteriorating health conditions and the lack of basic services. The pandemic took an equally huge toll on already vulnerable groups such as migrants who faced stigmatization as “transmitters of disease” and were forced into quarantine at border crossings. Together with ICRC the National Society helped to improve conditions at quarantine centres providing hygiene kits, water trucks, risk communication and community engagement (RCCE) activities, cash assistance, and food, including cooked meals, to people.



*Regarding the migrants in Yemen, unfortunately they faced bad circumstances especially during the time of Corona. There was some kind of discrimination, especially [for those] from the African Horn, with the authorities not just the local population.*



*- Dr Mohammed Al Fakeeh, YRCS  
National Programme Coordinator*

As in many nations, Yemen faced movement restrictions within the country during the pandemic with new regulations for the distribution of relief items. This proved to be a critical time for the National Society but with contingency plans and the support of partners, activities continued. In Sana’a, for instance, YRCS conducted shielding activities through distributions of personal hygiene kits, and cash and food assistance to IDPs and host communities specifically aimed at protecting those with cancer and chronic diseases. The criteria for selection were slums densely populated with IDPs and close to city, where residents had mostly lost their livelihood as a result of the pandemic. The situation was further exacerbated for these vulnerable communities during seasonal rains when many areas experienced floods.



*Throughout the preparations for and response to the COVID-19 pandemic, organizing Red Crescent volunteers according to gender served as one of the most effective strategies to reach communities. Volunteers already working under difficult circumstance found they were often unwelcome in communities because of the stigma related to COVID-19 (Photo: YRCS)*

One notable achievement in recent years has been the establishment of a local insurance mechanism for the safety and security of YRCS volunteers, a vital step for the National Society that had lost 11 volunteers at the frontlines between 2015 and 2017, all killed while on active duty.

The mechanism was particularly critical at the height of the pandemic as it enabled YRCS to mobilize sufficient volunteers to conduct COVID-19 related activities with IDPs and other vulnerable groups, with volunteers able to trust YRCS that they would be covered should any incidents happen while on duty. As Dr Al Fakeeh said, “This fund is stable and it gives trust to our volunteers that we are taking care of them and they have something to rely on.”

“

*Coronavirus came to Yemen differently than [to] the whole world. While the rest of the world welcomed the idea of staying home to stay... safe, this idea was terrifying for us in Yemen because staying at home means dying slowly because we have to go out on a daily basis to get our food and drink and everything we need.*

”

*– Mohammed, IDP from Hodeidah to Rymah on the difficulties faced during the spread of COVID-19*

## Future Challenges

Although the National Society has seen tremendous progress in recent years, needs are still great and setbacks are expected to continue in several areas while the country remains in a state of transition:

- Donor fatigue and other humanitarian priorities, as Movement partners and international donors re-direct funds to Ukraine and other global crises, are expected to affect the ambitious 2022-2026 strategic plans set out by YRCS.
- Strictly enforced security measures throughout the country slow down response time for emergency services and activities.
- Conflicting uncoordinated policy decisions, in particular with border authorities, hinder support and services to legal and illegal migrants.
- Specific targeting of IDPs for services remains problematic, as displaced persons have integrated into host communities, which increases the demand on YRCS to support both vulnerable groups.
- Stigmatization of migrants particularly those from the African continent from local authorities and communities.

## FORECAST-BASED FINANCING

*Given the circumstances of an on-going civil war and protracted crisis, as well as recurring floods in the country, Yemen Red Crescent has made impressive gains in scaling up anticipatory actions by introducing a forecast-based-financing/anticipatory action system, the first National Society in the Middle East region to make a start on this approach to minimize the impact of floods on vulnerable populations.*

### Anticipatory Action Feasibility Study

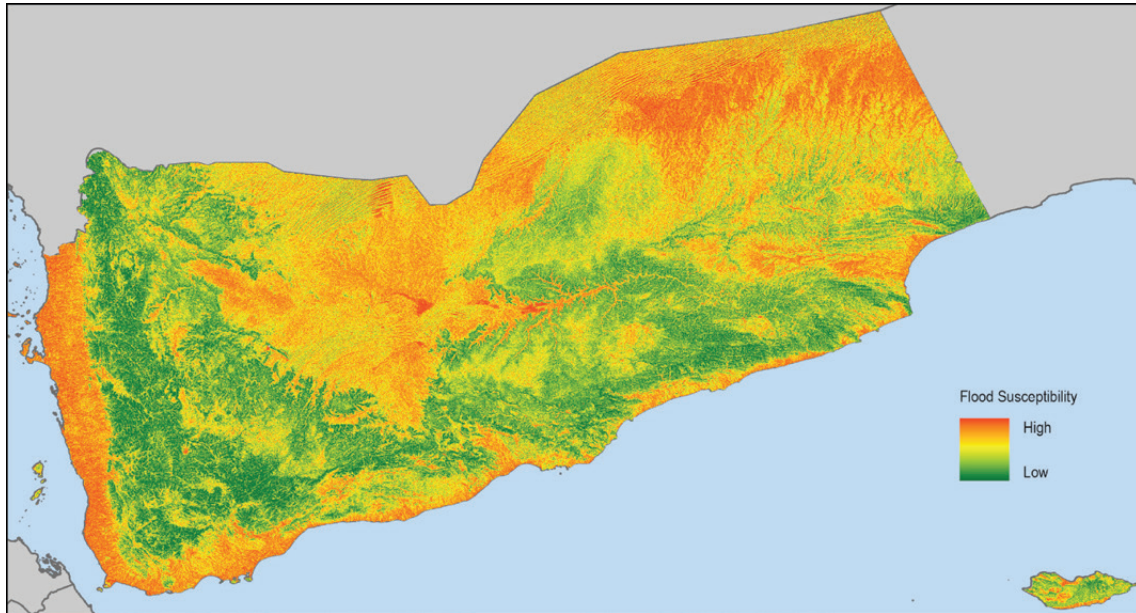
Between December 2021 and March 2022, the Red Cross Red Crescent (RCRC) Climate Centre conducted a scoping study with Yemen Red Crescent to explore the feasibility of introducing and scaling up anticipatory action in Yemen. According to the Climate Centre report<sup>19</sup>, the country has a high risk of climatic and weather disasters, and is at high risk for climate sensitive infectious disease outbreaks such as cholera, strongly exacerbated by the on-going conflict. The study attempted to identify which actions and tools, such as the early warning early action forecast-based-financing (FbF), also known as forecast-based action (FbA,) approach, would be most effective for improved disaster risk reduction in the country.

To analyze available forecasts in Yemen, the feasibility study team engaged with the Civil Defence Authority, National Meteorological Agency and the YRCS Operations Room to determine their capacities and resources. The team also assessed the capacity of YRCS at both national headquarter and branch level on disaster preparedness and anticipatory actions.

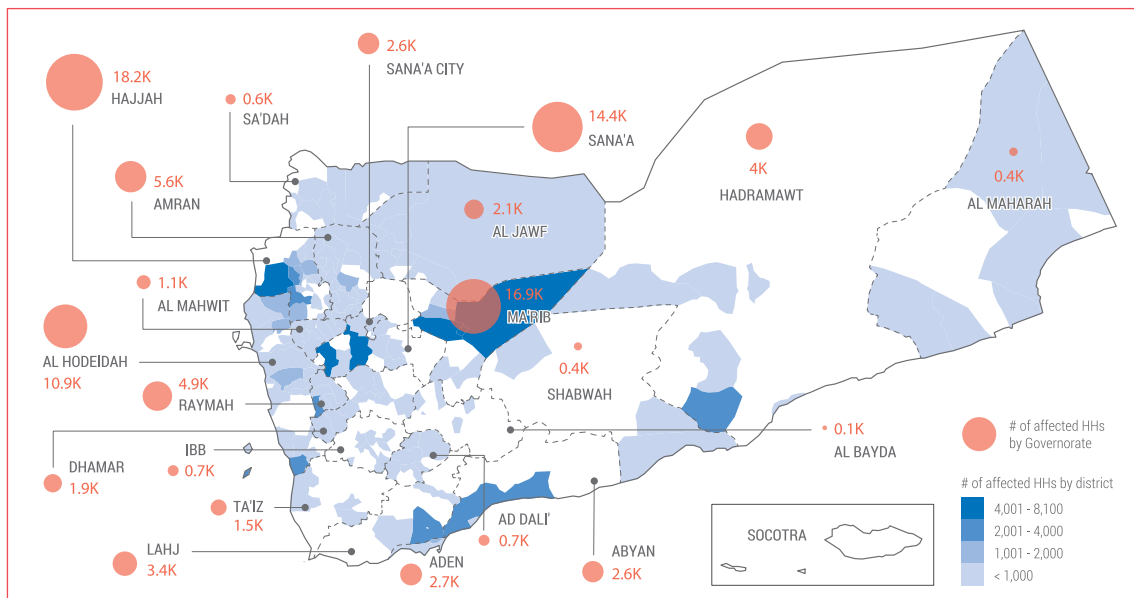
Findings of the feasibility study were published in May 2022 and based on the analysis and recommendations, YRCS and the IFRC Yemen country delegation prioritized flash floods and cholera as the main hazards of concern due to their humanitarian impacts (frequency and number of people affected). The report also stated that anticipatory actions were limited in Yemen and an FbF/FbA Working Group did not yet exist.



*Yemen Red Crescent volunteers and local children struggle up steep slopes to get relief supplies funded by the IFRC to families affected by floods, including bedding, kitchen sets and hygiene kits. The country's two rainy seasons run between March and October with the Kharif rains (July to September) associated with flash flooding risk. Flash floods cause landslides, destroy infrastructure and affect the health and livelihoods of vulnerable communities. Settlements of internally displaced people in flood-prone areas are particularly at risk. (Photo: @SamiFakhouri6 via Twitter)*



**Figure 2: Map showing flood susceptibility in Yemen (REACH, 2020)<sup>20</sup>**



**Figure 3: Map showing location and number of households affected by the 2020 floods in Yemen (OCHA, 2020)<sup>21</sup>**

Based on these study recommendations, in 2022 YRCS together with the IFRC Yemen country delegation, Climate Centre and the IFRC MENA team implemented the following actions:

- Established the anticipatory action technical working group (TWG), which includes the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) anticipatory action lead in Yemen and IFRC, representing in-country Movement partners.
- Established, under the TWG, the FbF framework including the scope of activities and triggers.
- Developed the simplified early action protocols (EAP) for floods valid across 2023-2025 with a budget of CHF 232,000.
- Conducted virtual orientation session/basic training on anticipatory actions/FbA and simplified EAP for 28 National Society headquarters and branch disaster management staff.

## Simplified EAP Pilot in Abs

The National Society started preparation for the FbF mechanism by developing the simplified EAP for floods, which includes the context, triggers (developed by the RCRC Climate Centre), trigger thresholds and activities covered under three pillars: readiness, pre-positioning, and early action activities.

The forecasting mechanism has been linked to the National Meteorological Agency; however, due to limited capacity at the Agency, the European Centre for Medium-Range Weather Forecasts (ECMWF) forecasting model has been selected to monitor information and will coordinate data with the Agency. This data will be triangulated with the Civil Defence emergency operations centre (EOC) in Sana'a, which is able to collect real-time information and coordinates internally with the operating rooms at YRCS branches and externally with the sector clusters in Sana'a and the sub-clusters, stationed in five centers around the country.

The TWG has prioritized high-risk areas prone to flash flooding to test the simplified EAP with Marib and Hajjah governorates identified as potential sites. Taking time and budget limitations into consideration, YRCS selected the district of Abs in Hajjah for the pilot project, which provides refuge to one of the highest concentrations of IDPs and vulnerable people in the country.

The National Society already supports IDPs at 179 collective sites in Abs and has strong relationships with the IDP communities, leaders and local authorities. Situated close to the front lines and highly prone to floods and climate change, summer temperatures in Abs can reach 40 degrees Celsius, the area also sustains heavy rainfall.

“*Anticipatory action is part of DRR mitigation for affected locations... and will include implementation of some activities with IDPs communities.*”  
– Abdullah Saleh Al-Azap, YRCS National Disaster and Crisis Management Coordinator

“*This area is a collective site for the IDPs, which is the most complicated, most vulnerable area with largest number of IDPs in Yemen. For this reason we have targeted this area because there will be some significant interventions there.*”  
– Dr Mohammed Al Fakeeh, YRCS National Programme Coordinator



Yemen Red Crescent responds to flood emergency with the distribution of non-food items (Photo: YRCS)

## Waiting for Next Steps

The simplified EAP has been endorsed by the regional team and is now awaiting endorsement by the IFRC Secretariat's global steering committee. Once endorsed and published, work in Yemen can begin on readiness activities including pre-positioning. Then the National Society can begin monitoring the situation and once the triggers are met early/anticipatory actions can get underway.

With FbF mechanisms for the pilot project set in place, Yemen Red Crescent is eager for implementation to begin as Dr Fakeeh expressed, "Honestly we need to have timely financial, technical support because we are proud to be selected for this anticipatory action, we didn't want to be disappointed with this initiative because we need it to be applied well, to sustain this approach within the National Society and to be one of the ideal country for that."

There are still gaps and operational challenges to consider in the new FbF system including the need for:

- Access to affected populations, access of affected populations to aid, and availability of relief items due to price volatility and disrupted markets.
- Two additional warehouse locations to provide sufficient coverage for preparedness across the country to cover the humanitarian needs.
- Further capacity building of YRCS staff through technical trainings and workshops.
- Consideration on security issues and navigating implementation processes across the country with multiple authorities.

Nevertheless, due to the high number of provinces that are flood prone and affect local populations YRCS has plans to replicate the pilot in other locations in the future.

“

*We need to develop the capacity building for the staff at YRCS, HQ and branches level.*

*– Abdullah Saleh Al-Azap, YRCS National Disaster and Crisis Management Coordinator*

”



Yemen Red Crescent assistance to flood-affected families in IDP camps – distribution of NFIs and hygiene kits supported by IFRC, Asr camp, Sana'a Governorate. (Photo: YRCS)

## ANNEX 1: LIST OF ACRONYMS

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APRO	Asia Pacific Regional Office
BDRCS	Bangladesh Red Crescent Society
CBM	Christian Blind Mission
CBS	Community Based Surveillance
CCCM	Camp Coordination and Camp Management
CDD	Centre for Disability in Development
CFA	Commercial First Aid
CEA	Community Engagement and Accountability
CP3	Community Epidemic and Pandemic Preparedness Programme
CVA	Cash and Voucher Assistance
DAPS	Dignity, Access, Participation and Safety
EAP	Early Action Protocol
ECMWF	European Centre for Medium-Range Weather Forecasts
EOC	Emergency Operations Centre
FbF/FbA	Forecast-based Financing/Forecast-based Action
FDRS	Federation Wide Databank and Reporting System
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Persons
IFRC	International Federation of the Red Cross Red Crescent Societies
IOM	International Organisation for Migration
MC4A	Manila Call for Action
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MRCS	Mongolian Red Cross Society
MTR	Mid-Term Review
NEMA	National Emergency Management Authority
NHMEM	National Agency for Meteorology and Environmental Monitoring
NSs	National Societies
PRMN	Pacific Resource Mobilization Network
PGI	Protection, Gender and Inclusion
PMI	Palang Merah Indonesia (Indonesian Red Cross Society)
PMO	Population Movement Operation
RCCE	Risk Communication and Community Engagement
RCRC	Red Cross Red Crescent
SIAMO	Information System for Administration & Management of Operation
TOR	Terms of Reference
TDi	The Difference incubator
TWG	Technical Working Group
UNHCR	United Nations High Commissioner for Refugees
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WASH	Water Sanitation and Hygiene
YRCS	Yemen Red Crescent Society

# ANNEX 2: TERMS OF REFERENCE



## Terms of Reference (TOR) for External Consultancy

### Final Review of the Manila Call for Action: Engaging Local Humanitarian Action in a Fast-Changing World

<b>Type of evaluation</b>	Final Review
<b>Purpose</b>	The overall purpose of the review is to assess the progress and results of the Manila Call for Action (MC4A) outcome statement of the 2018 RCRC (Red Cross Red Crescent) Asia Pacific and MENA (Middle East and North Africa) Regional Conference.
<b>Commissioners</b>	The IFRC Asia Pacific Regional Office (APRO) Deputy Director on behalf of the IFRC Asia Pacific and Mena Secretariat and the 50 National Societies of the statutory region. The findings and products arising from this review will be owned and managed in accordance with IFRC policy and procedures.
<b>Audience</b>	The National Societies and IFRC Secretariat that makes up the 2023 Regional Conference
<b>Reporting to</b>	The consultant(s) will report to the Commissioner with technical support from the Review Management Team.
<b>Duration</b>	The consultancy period will be for a duration of 45 flexible working days.
<b>Timeframe</b>	The evaluation will take place for 45 days starting 1 February 2023, with the final report and deliverables by 31 May 2023.
<b>Location</b>	The consultancy will be implemented virtually and remotely, coordinating data collection from 50 countries and two regional offices in Kuala Lumpur and Aman

#### Background

The Manila Call for Action (MC4A) was the outcome document of the 2018 Asia Pacific and Mena Regional Conference. The MC4A had a range of targets and commitments agreed to by the 50 Red Cross Red Crescent National Societies of the Asia Pacific and Mena statutory region and the IFRC Asia Pacific and Mena regional offices. These targets and commitments have formed the basis of regional collaboration and country-level work by national societies and the IFRC secretariat since 2018.

The results will be presented at the next regional conference to in 2023. This regional conference was delayed by one year by Governing Board approval due to the COVID-19 outbreak and the MC4A outcomes were extended by one to align with the revised regional conference dates.

#### Previous review activities

The final review builds on a midterm review of progress that was commissioned by the Asia Pacific and Mena regional offices in 2020 which is annexed to this ToR.



### **Purpose and Scope**

The overall purpose of the review is to assess the progress and results against targets, with some reflection on commitments, across 50 Asia Pacific and Middle East/Gulf National Societies and the IFRC Secretariat. The review will identify progress, achievements and challenges faced, lessons learnt, results in key humanitarian outcomes and provide recommendations for the 2023 regional conference.

Using a strengths-based approach, the review objectives will focus on effectiveness of the MC4A and the extent its objectives and target were achieved. The review will:

- showcase voices from across the Asia Pacific and Middle East/Gulf regions and sub-regions, identify progress/challenges and recognize high-performance
- Reflect on what the MC4A means relative to the crises of our times, particularly changes caused by the COVID-19 pandemic
- Reflect on the monitoring and lessons learned process and provide recommendations to guide the outcomes of the next regional conference.

The scope will cover the 50 Asia Pacific and Mena National Societies (see the full list in Annex X) and the IFRC secretariat in both regions.

### **Methodology**

The final review of the MC4A focuses primarily on progress against targets, with some reflection on commitments, across 50 Asia Pacific and Middle East/Gulf National Societies and the IFRC Secretariat. It will build on the methodology and results produced in the MC4A midterm review compiled in late 2020 – early 2021, at the mid-point between regional conferences. The MC4A midterm review used a traffic light system to observe progress in each region – the Asia Pacific and the Middle East – enabling a strengths-based approach, contextualization and working with data gaps.

IFRC's Asia Pacific Regional Office developed a monitoring tool, indicators, definitions, explanatory notes, data sources and sought baseline data. The mid-term review evidence base came from data submitted by National Societies and IFRC against indicators, from IFRC technical leads, related reporting processes and project reports. Data collection was challenging with only 21 Asia Pacific and five Middle East National Societies submitting data against indicators. To bolster and triangulate data, desktop research and interviews with key informants were undertaken for the mid-term review.

It is expected the final review will improve on the mid-term review methodology, deploy a leaner data collection mechanism that is based on Federation-Wide Databank and Reporting System (FDRS) and be conducted remotely. Key informant interviews and focus group discussions may be deployed to provide depth to the findings. Case studies highlighting best practices/achievements and learning will also be collected from the National Societies.

MC4A called for implementation coordination and monitoring through sub-regional or similar leadership group meetings. MC4A has been an ongoing agenda item at these meetings. Progress updates were provided to IFRC's Governing Board in 2019, 2020 and 2021.



### **Scope of Work**

The selected consultant(s) will be responsible to ensure that the endline review of the MC4A meets standard evaluation and research. The scope of work must include:

- The consultant is responsible to collect 4 years achievements of the Manila Call for Action indicators against 13 targets and 22 commitments from 50 National Societies (38 in the Asia Pacific and 12 in the Middle East/Gulf), building on the mid-term review.
- Develop interview/discussion guides and other supporting data collection tools in accordance with the agreed measurement strategy and key respondents. This process will be done in close consultation with the project team in development and final approval from the project team.
- Conduct data collection. Selection of key respondents will be proceeded in close coordination with IFRC, and the participant National Societies (NSs).
- Perform data management, quality assurance, and data analysis. The consultant(s) must be able to ensure the quality of data collected (both primary and secondary data) and perform data verification and triangulation for internal validity, including hosting a webinar with relevant stakeholders to validate the initial findings. Consultant(s) will provide data transcript to IFRC and are expected to provide bi-weekly progress based on the agreed evaluation work plan.
- The consultant is expected to write and produce a final report that is close to the format/template of the mid-term review report. Within the final report, the consultant is expected to outline the top five lessons in implementation (five lessons) and monitoring/reporting (five lessons). The final report will also feature top five recommendations to guide the 2023 regional conference outcomes.
- Case studies on the top successes and challenges/learnings of MC4A. For example, three success-based case studies and two challenge/learning-based case studies. Available media such as photographs, videos and other documentation that support the case studies will be collected from the National Societies.

### **Team**

The Final Review of the MC4A will be led by an external consultant supported by a small review team. As team leader, the external consultant coordinates the entire review process, interacts with National Societies and IFRC secretariat in regions/countries, oversees data collection, and is responsible for data analysis, presentation and report writing. The team leader and the review team will ultimately report to the Commissioners.

To support the review team, a review management and a reference team will be set up in APRO and MENA offices to assist in coordination and data collection for the review. The review management team will oversee the review process to ensure its quality and outcomes, as well as support the review team as needed. The reference team will consist of key technical leads in the APRO and MENA offices that can serve as gatekeepers to information and data sources needed to fulfill the data collection requirements of the MC4A Final Review.

The suggested team compositions are as follows:



The Review Team:

- External consultant serving as team leader and primary reviewer
- Supporting members:
  - APRO FDRS officer and/or MEL officer
  - MENA FDRS and/or M&E (monitoring and evaluation) officer

The Review Management Team:

- APRO head of PMERQA (planning, monitoring, evaluation, reporting and quality assurance)
- APRO head of Membership Services

The Reference Teams:

- APRO and MENA technical leads relevant to MC4A

**Confidentiality**

All data collected during this exercise will become the property of IFRC and will not be shared with third parties without the express permission of IFRC.

**Insurance**

The consultant would need his/her own insurance that is in line with IFRC requirements.

**Quality and Ethical Standards**

The reviewer should take all reasonable steps to ensure that the endline review evaluation is designed and conducted to respect and protect the rights and welfare of the people and communities involved. The reviewer should also ensure that the review findings are technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the review team should adhere to the standards and applicable practices outlined in the IFRC Framework for Evaluation.

The IFRC evaluation standards are:

1. Utility: Evaluations must be useful and used.
2. Feasibility: Evaluations must be realistic, diplomatic, and managed in a sensible, cost-effective manner.
3. Ethics & Legality: Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
4. Impartiality & Independence: Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
5. Transparency: Evaluation activities should reflect an attitude of openness and transparency.
6. Accuracy: Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
7. Participation: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
8. Collaboration: Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.



It is also expected that the review will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these Principles at: [www.ifrc.org/what/values/principles/index.asp](http://www.ifrc.org/what/values/principles/index.asp)

#### Proposed Timeline (Schedule)

The review will be carried out over a period of 45 flexible workdays, commencing **1 February 2023**. The Final Report and deliverables are expected by 31 May 2023. A flexible work schedule is recommended to acknowledge the gaps in time required to communicate with and collect data from the National Societies in AP and MENA. The suggested workplan is as follows:

TASK #	ITEM	NO. DAYS	Milestone
<b>Planning and design phase</b>			
Task 1	Briefing with MC4A team	1	1 Feb 2023
Task 2	Literature and desktop review	3	
Task 3	Prepare inception report	3	
Task 4	Feedback on inception report	2	
Task 5	Inception report approval by Commissioner	1	24 Feb 2023
<b>Data collection and extraction phase</b>			
Task 1	Secondary and primary data collection and analysis	15	
Task 2	Key interviews and focus group discussions (as needed)	5	
Task 3	Data organization and analysis	2	
<b>Report writing and dissemination phase</b>			
Task 1	Prepare and submit draft report with annexes	8	30 April 2023
Task 2	Presentation of findings and recommendations for validation	1	
Task 3	Review of the draft report and feedback collection	2	
Task 4	Finalize and submit final report with annexes	1	
Task 5	Final report approval by the Commissioner	1	31 May 2023
<b>TOTAL</b>		<b>45</b>	<b>days</b>

#### Expected Deliverables

- Draft report with findings and recommendations
- Biweekly updates on evaluation progress
- Final Report after feedback received on the draft report from Country Delegations and Country Cluster Delegations, MENA, technical leads and IFRC regional senior leadership
- Anonymized data sets collected during the review process
- A presentation summarizing findings and recommendations for the regional conference
- Case studies showcasing success stories and/or learnings of National Societies, including relevant photo and video collections and other engaging media content.

## ANNEX 3: REFERENCE

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BDRCS, ToR BDRCS\_Volunteer Solidarity Fund, October 2021

BDRCS Solidarity Fund Report, January 2023

BDRCS, Sohidul's Story

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PMI, Information on the community grants program COVID-19 operation PID040

PMI, CVA Explainer (video)

PMI, Jejak Pelayanan PMI Melalui Bantuan Non Tunai (BNT) (History of CVA, video)

PMI, Distribusi Bantuan Untuk Korban Bencana Melalui BNT (Distribution of CVA, video)

PMI, Let's Get to Know SIAMO (PowerPoint presentation)

PMI, [ENG] Strengthening CBS Roadmap

PMI, CBS Indonesia Case Study April 2021

PMI, Response for COVID -19 Pandemic (PowerPoint presentation) April 2023

PMI, CBS From Preparedness to Response (PowerPoint presentation) April 2023

PMI, Scaling Up Partnership & Engagement CP3 (PowerPoint presentation) April 2023

PMI, Mainstreaming One Health Approach, April 2023

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MRCS, Updated EAP Dzud FbF, November 2020

MRCS, Practitioners Summary of Findings\_ Evaluation of Anticipatory Actions and Response in Mongolia's Dzud season 2019/20, February 2021

MRCS, End of Year Report of the Resource Mobilization Project, 2022

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UNHCR YEM\_2022 Factsheet, February 2023

YRCS, Strategic Plan 2020

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YRCS, COVID19\_36-month\_progress reporting, December 2022

YRCS, Summary FS for Forecast-Based Action in Yemen\_V1, May 2022

YRCS, Yemen Feasibility Study Forecast-Based Action, July 2022

## ANNEX 4: LIST OF INTERVIEWEES

NO	FIRST NAME	LAST NAME	POSITION, NS/IFRC	LOCATION, COUNTRY
<b>Asia Pacific NS</b>				
1	Sayma	Ferdowsy	Director of Community Development, BDRCS	Dhaka, Bangladesh
2	Farzana	Akther	PGI Focal Point & Assistant Director, BDRCS	Dhaka, Bangladesh
3	Marium Bibi	Roshny	Programme Officer, Youth & Volunteer Department, BDRCS	Dhaka, Bangladesh
4	Sanjida	Rahman	PGI Program Coordinator, BDRCS	Cox's Bazar, Bangladesh
5	Mahfuza Akter	Nila	Assistant Director, BDRCS	Dhaka, Bangladesh
6	Abdullah	Al-Mamun	OD Officer, BDRCS	Dhaka, Bangladesh
7	Ridwan Sobri	Carman	Emergency Response Head, PMI	Jakarta, Indonesia
8	Fajar	Sumirat	Head Youth & Volunteers, PMI	Jakarta, Indonesia
9	Exkuwin	Suharyanto	Former Head Youth & Volunteers, PMI	Jakarta, Indonesia
10	Dewi	Ariyani	Head of Public Health sub-division, PMI	Jakarta, Indonesia
11	Anggi	Ardiyansah	Health Officer, CP3 Coordinator, PMI	Jakarta, Indonesia
12	Nurrستا	Agrestryana	CP3 Coordinator, PMI	Jakarta, Indonesia
13	Nyamkhuu	Chuluunkhuu	Climate Change and Disaster Management Senior Officer, MRCS	Ulaanbaatar, Mongolia
14	Bolortsetseg	G.	Inclusion Centre Manager, Development Solutions	Ulaanbaatar, Mongolia
15	Sala	Toganivalu-Lesuma	National Board President, Fiji RC	Suva, Fiji
16	Ragigia	Dawai	Director General, Fiji RC	Suva, Fiji
17	Marisela	Archibald	Resource Mobilisation Coordinator, Fiji RC	Suva, Fiji
<b>MENA/Gulf NS</b>				
18	Mohammad	AlFakeeh (Dr)	National Programme Coordinator, Yemen Red Crescent Society	Sana'a, Yemen
19	Abdullah	Alazab	DM Coordinator, Yemen Red Crescent Society	Sana'a, Yemen
<b>IFRC HODs &amp; CD/CCD Representatives</b>				
20	Kathryn	Clarkson	HOD, Mekong CCD	Bangkok, Thailand
21	Elkan	Rahimov	HOD, CCD Indonesia, Timor Leste, Brunei & Singapore	Jakarta, Indonesia
22	Awan Diga	Aristo	Manager, Partnership, Research and Communication, CCD Indonesia & Timor Leste	Jakarta, Indonesia
23	Alberto	Bocanegra	HOD, Philippines	Manila, Philippines
24	Raqibul	Alam	Senior Manager, Programme Support, Bangladesh CD	Dhaka, Bangladesh
25	Rumana	Yesmin	Senior Officer, Monitoring, Evaluation & Reporting, Bangladesh CD	Dhaka, Bangladesh

NO	FIRST NAME	LAST NAME	POSITION, NS/IFRC	LOCATION, COUNTRY
26	Peter	Ophoff	HOD, Pakistan	Islamabad, Pakistan
27	Janice	Kelemete	Manager, Programs and Partnership, Pacific CCD	Suva, Fiji
28	Amelia	Baro	Business Development Manager, Pacific CCD	Suva, Fiji
29	Yi	Zhang	Manager, East Asia CCD	Beijing, China
30	Waleed	Alsaadi	Manager, Finance & Administration, Yemen CD	Sana'a, Yemen
31	Zakaria	Nabeel	PMER Officer, Yemen CD	Sana'a, Yemen
32	Muhammad Zubair	Khan	NSD Delegate, Yemen CCD	Sana'a, Yemen
33	Muhammad	Bilal	Coordinator, DRM and WASH, Yemen CCD	Sana'a, Yemen

#### APRO Focal Points

34	Robert	Laprade	Head Strategic Engagement & Partnerships	Kuala Lumpur, Malaysia
35	Mukesh	Singh	Head of Membership Services	Kuala Lumpur, Malaysia
36	Mariko	Hirai	Youth Delegate	Kuala Lumpur, Malaysia
37	Jaryll Pao Sng	Ong	Volunteer Coordinator	Kuala Lumpur, Malaysia
38	Rajaroshini	Neelamagham	Senior Field Investigator SEAH	Kuala Lumpur, Malaysia
39	Arnaud	Raulin	Coordinator, Regional Disaster Risk Reduction	Kuala Lumpur, Malaysia
40	Navina	Rajamanikam	Finance Development Coordinator	Kuala Lumpur, Malaysia
41	Laura	Verges	Resource Mobilization Coordinator	Bangkok, Thailand
42	Viviane	Fluck	CEA Coordinator	Manila, Philippines
43	Helen	Brunt	Regional Migration Coordinator	Kuala Lumpur, Malaysia
44	Hannaleena	Polkki	Regional PGI Coordinator	Kuala Lumpur, Malaysia
45	Sushma	Bhusal	Regional Thematic Lead, Health and Care	Kuala Lumpur, Malaysia

#### MENA Focal Points

46	Hosam	Faysal	Head HDCC	Beirut, Lebanon
47	Amal	Emam	Senior Officer, Youth and Volunteering	Cairo, Egypt
48	Francesco	Volpe	Regional Head of Strategic Engagement and Partnerships	Beirut, Lebanon
49	Yasmin	Hakim	Migration Officer	Beirut, Lebanon
50	Majed	El Howayek	Manager, Information Technology	Beirut, Lebanon
51	Firas	Tarabay	Senior Officer, Information Management	Beirut, Lebanon
52	Abdul Kader	Asaad	CEA senior officer	Beirut, Lebanon

## ANNEX 5: LIST OF RESPONDENT NATIONAL SOCIETIES

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The list below catalogues the National Societies that responded to the survey. The Final Review acknowledges and thanks the National Societies listed for participating in the survey and contributing data towards the measurement of the Manila Call for Action achievements.

### RESPONDENT NATIONAL SOCIETIES

Afghan Red Crescent Society

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Australian Red Cross

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Bangladesh Red Crescent Society

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Cambodian Red Cross

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Fiji Red Cross Society

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Japanese Red Cross Society

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Kiribati Red Cross Society

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Lebanese Red Cross

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Malaysian Red Crescent Society

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Maldivian Red Crescent

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Mongolian Red Cross Society

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Myanmar Red Cross Society

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New Zealand Red Cross

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Palau Red Cross Society

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Philippine Red Cross

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Qatar Red Crescent

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Red Cross Society of China

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Samoa Red Cross Society

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Singapore Red Cross

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Solomon Island Red Cross Society

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Thai Red Cross Society

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Tuvalu Red Cross Society

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Vietnam Red Cross Society

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Yemen Red Crescent

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# THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

## **Humanity**

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

## **Impartiality**

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

## **Neutrality**

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

## **Independence**

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

## **Voluntary service**

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

## **Unity**

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

## **Universality**

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



**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.

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