

International Federation of Red Cross and Red Crescent Societies

# ANNUAL REPORT 2010

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Saving lives, changing minds.



International Federation  
of Red Cross and Red Crescent Societies





*Strategy 2020* voices the collective determination of the IFRC to move forward in tackling the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities with whom we work, as well as the basic rights and freedoms to which all are entitled, this strategy seeks to benefit all who look to Red Cross Red Crescent to help to build a more humane, dignified, and peaceful world.

Over the next ten years, the collective focus of the IFRC will be on achieving the following strategic aims:

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

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer-based humanitarian network, reaching 150 million people each year through our 186 member National Societies. Together, we act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. We do so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

Guided by *Strategy 2020* – our collective plan of action to tackle the major humanitarian and development challenges of this decade – we are committed to ‘saving lives and changing minds’.

Our strength lies in our volunteer network, our community-based expertise and our independence and neutrality. We work to improve humanitarian standards, as partners in development and in response to disasters. We persuade decision-makers to act at all times in the interests of vulnerable people. The result: we enable healthy and safe communities, reduce vulnerabilities, strengthen resilience and foster a culture of peace around the world.

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Cover photo: At a Pakistan Red Crescent camp in Khairpur, Sindh province, a group of displaced women learn how to read and write. Many women in rural Pakistan are illiterate and have few opportunities to learn to read and write. Valérie Batselaere/IFRC

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# HUMANITARIAN TRENDS AND CHALLENGES



**Tadateru Konoé,**  
President



**Bekele Geleta,**  
Secretary General

It is always worthwhile for leaders in any organization to review and analyse the challenges it faced and the emerging trends it observed during the previous year. For an organization like the International Federation of Red Cross and Red Crescent Societies, these reflections are crucial.

The size and reach of our network mean that we need to regularly re-evaluate what is working in our sector, what can be improved and what tomorrow might bring. Doing this together fosters a collective commitment to make the Red Cross and Red Crescent even stronger and better positioned as a humanitarian and development leader with the interests of the vulnerable driving our actions.

Just as many of the people we serve must adapt to a new post-disaster reality, we too need to adapt our strategies to the fast-changing world we operate in. Only by doing so can we continue to assist those in need whilst upholding our fundamental principles and advancing the goals laid out in *Strategy 2020*.

## The changes we saw in 2010

### Demographic evolution

One of the greatest challenges of our time is huge, and often uncontrolled, migration for economic reasons, especially into urban centres. Half the world's population now lives in cities and the largest cities of all, megacities, are in developing countries. Population

growth and urbanization are combining to present new humanitarian challenges.

If they are well managed, cities can be among the safest places to live on earth – with access to schools, healthcare and employment, good transport links and regulated building controls. But cities can also be the most dangerous places on the planet. For those who live on the peripheries of cities in low- and middle-income countries, barely surviving on one US dollar or less a day, urban living can be a dangerous venture. And urban poverty and squalor can all too easily result in tension, violence and crime.

Conversely, in many parts of Europe and North America, and some parts of Asia, birth rates have dropped steadily over the past 50 years and people are living longer. As a result, social security systems in some countries are showing signs of strain, with fewer taxpayers supporting a growing number of pensioners. Governments are taking drastic action to cope with the economic consequences of demographic change – and the recent global economic crisis has only exacerbated an already critical situation.

However, people faced with austerity measures will continue to put pressure on their governments to cut spending that does not benefit them directly – and that may include opposing foreign aid payments.

### Economic globalization

With the right regulatory frameworks in place, economic globalization could have a positive effect – enabling countries with weaker economies to grow and thereby reducing economic inequalities. However, the risk is that globalization simply results in the exploitation of developing countries and poor communities. Another danger of a global economy is



that an economic crisis in one region has a domino effect around the world – something we know only too well from recent history.

In late 2007, the housing market in the US started to collapse when people with subprime mortgages started to default on payments. These mortgage debts had been repackaged and sold as complex financial instruments by banks all over the world. The ensuing global economic crisis resulted in thousands of people losing their jobs, their homes and their livelihoods as the banks reacted by cutting lending.

Globalization also affects the price of commodities. A handful of major players determine the price of staple food commodities. In January 2011, prices soared to their highest levels ever causing another global food crisis that has pushed millions further into poverty – and the crisis is not over yet as food prices continue to be volatile.

## Changes in the humanitarian sector

There is one final significant shift that will have profound consequences for our work in the future – changes to the humanitarian sector itself. For many decades, humanitarian action has been the preserve of traditional humanitarian actors: the Red Cross Red Crescent, the United Nations and NGOs. More recently, however, new actors are becoming involved: the private sector and the military.

The private sector has discovered that the humanitarian sector represents a multi-million-dollar market. Without a doubt, the commercial world can bring innovation and efficiencies that have proven their value in business terms, but they also pose serious risks for the Red Cross Red Crescent – our fundamental principles are rarely at the heart of any commercial venture.

Perhaps more important for the Red Cross and Red Crescent is the increasingly direct intervention by foreign governments in humanitarian response. The motives behind their involvement may differ, including political and commercial interests. The humanitarian environment, already complicated by the arrival of the military as providers of humanitarian assistance, has become an even more complex arena as more and more key players are motivated by what could be considered as non-humanitarian concerns.

## How we are adapting

### A robust global logistics service

One of the ways in which we are seeking to secure our principles and values is by strengthening our global logistics service and extending, more formally, our logistics services to third parties in the humanitarian sector. By taking the lead and sharing our expertise, we can work to ensure the integrity of our logistics supply chain in years to come. To lose ownership of core parts of our operational activities would pose a significant threat to the fundamental principles of the Red Cross and Red Crescent, and we simply cannot allow that to happen.

### Ensuring quality and accountability

The IFRC will continue to partner with other humanitarian actors to ensure quality and accountability across the sector. A number of quality and accountability frameworks exist, including the IFRC's own Code of Conduct in Disaster Relief and others such as SPHERE. The Red Cross Red Crescent emergency items catalogue is another tool that helps

ensure the quality and consistency of our action. It lists all the items used in our relief work and details the exact product specification for each item. This is a very practical way of controlling our interaction with the commercial world.

The Red Cross Red Crescent is also exploring innovative ways of opening dialogue with its beneficiaries. The operations in Haiti and Pakistan have both used new technologies – including SMS and radio call-in shows – to communicate with the people we assist. By receiving their feedback in this way, we can tailor our programmes and improve the quality of the assistance we provide.

### Bridging the digital divide

Modern technology has much to offer – with greater efficiencies and organizational capacity, as well as new ways of communicating – but its benefits are not always accessible to all. In poorer countries, both hardware and software can be prohibitively expensive, it may be difficult to learn the necessary skills or find adequately trained staff, a country's basic technology infrastructure may be lacking and the price of an internet connection can be exorbitant. All of these factors form what we call the digital divide – and our National Societies are not immune to it.

The IFRC has launched a global initiative to address the digital divide because we know that the effective use of information and communications technology (ICT) is a significant feature of well-functioning National Societies. Where needs are greatest, direct assistance is provided to members, but the programme focuses on building the capacity and skills of all members of the network.

Like many global organizations, the same problems exist in different parts of our structure, with each National Society or branch working independently to find a solution. We are establishing a base of expertise and software that allows tried and tested solutions to be reused, avoiding reinvention of the wheel. By encouraging National Societies to collaborate in ICT development and share best practice through online communities and forums, we can take advantage of our network's inherent knowledge and skills.

We are also continuing to explore how to best utilize the IFRC's global reach and buying power. By negotiating preferential deals with suppliers, the programme hopes to achieve a base level of ICT capacity across all National Societies, which can only serve to increase our humanitarian reach.

## The disaster management cycle

The traditional view of the disaster management cycle starts with a response phase that moves into recovery. However, we now have a greater understanding that dealing with disasters calls for a multitude of long-term and coherently linked actions for which planning and implementation need to start, at the very latest, at the onset of the disaster. It is crucial that these interventions run concurrently rather than consecutively.

As a sector, we must consistently incorporate a wide range of other activities into our planning; community health, protection issues, psychosocial support, livelihoods planning and advocacy for safe land are usually identified as longer-term programmes, but we must start them earlier.

## Climate change adaptation

Climate change and its impact continue to be the source of intense debate. The Intergovernmental Panel on Climate Change (IPCC) warns us that we are heading for long-lasting catastrophic changes to our environment that might challenge the very survival of future generations unless we mitigate and adapt quickly.

Vast areas of land, home to millions of people, may disappear forever as sea levels rise. The food security of millions more is at risk because of climatological changes. Most of the areas that are expected to be hardest hit are in countries that lack the resources to deal with the inherent risks proactively.

Mitigating the impact of climate change on vulnerable communities has long been central to our work. May 2010 saw Tropical Storm Agatha leave a trail of destruction across the Caribbean, but the number of casualties was low. This shows that the risk reduction and disaster preparedness programmes that have been implemented by Red Cross Societies in the region really do work. Mitigation is only part of the story though.

We strongly believe that we must lead by example and we are implementing a strategy to reduce the carbon footprint of the IFRC's fleet of vehicles. The Clean Fleet Strategy is wide ranging and includes evaluating in-country needs, driver training and trip monitoring. One of the biggest hurdles is the lack of availability of low-sulphur fuel in many of the locations in which we operate. Advocacy with manufacturers and suppliers is key to improving the IFRC's future opportunities to deploy more eco-friendly vehicles.

## Humanitarian diplomacy and advocacy

The Red Cross Red Crescent is a long-established humanitarian and development actor with a unique position in the world. We have a duty to advocate on behalf of the world's most vulnerable and to raise awareness about the issues that matter to them most.

In 2010, we made significant progress advocating for better legal preparedness for disasters and other emergencies, but we need to maintain that momentum and integrate legal aspects and advocacy in recovery efforts. We will continue to explore all avenues – using technologies old and new alike – to effectively influence policy- and decision-making in all areas that are relevant to our National Societies, our volunteers and the beneficiaries they serve.

## What makes us different?

Without a doubt, today's humanitarian environment is more competitive than it was a decade ago. It is no longer enough to do our job well: people must *know* that we do it well. Our fundamental principles not only set us apart from other actors in the humanitarian world, but they are often the very reason we have access to vulnerable people in the most sensitive of situations. The Red Cross Red Crescent – collectively as an international movement – must do more to tell people what makes us different.

Reflecting on the past year gives us the opportunity to remember the tens of millions of highly skilled and trained volunteers who embody our principles and values. What makes us different? Our people, serving the very communities they live in, make us different.

# YEAR IN REVIEW 2010

## January

✚ Haiti was hit by a catastrophic magnitude-7 earthquake with an epicentre just 25 kilometres from the country's capital, Port-au-Prince. Vital infrastructure was wiped out in a matter of seconds and one of the poorest countries in the Western hemisphere was cast into crisis. The IFRC launched an appeal that was later increased to 100 million Swiss francs as the scale of the operation became clear.

✚ Tanzania faced severe flooding affecting 50,000 people. Hundreds of acres of farm land, infrastructure and homes were washed away. The IFRC launched an appeal to help the Tanzania Red Cross assist 23,000 people.

## February

✚ Chile was hit by its strongest earthquake for 25 years. It triggered a two-metre high tsunami and some 1.5 million people were affected. The Chilean Red Cross deployed its emergency teams within four hours of the earthquake and the IFRC launched an appeal to support its operation.

## March

✚ Over 7 million people faced food shortages in Niger as rains failed. As the number of malnourished children at feeding centres rose dramatically, the IFRC responded with an appeal to support the Niger Red Cross.

✚ The IFRC launched an appeal to provide food assistance as over 2 million Zimbabweans faced food

shortages resulting from failed rains. The Zimbabwe Red Cross Society was particularly concerned about the affect of hunger on people living with HIV because, without food, the drugs can be too toxic for those who need them.

✚ Harsh winter conditions in Mongolia decimated livestock. Almost 10 per cent of the country's animals perished and many herders faced destitution and hunger. The IFRC launched an appeal to support the relief efforts of the Mongolian Red Cross Society.

## April

✚ Forty-two National Societies convened in Vienna for the 8th European Regional Conference, which focused on the humanitarian challenges of an ageing population and multicultural interaction in the region. The conference concluded with all National Societies adopting the Vienna Commitments – a four-year plan for the region.

✚ A 7.1-magnitude earthquake hit China's Qinghai Province – the strongest earthquake to hit the mountainous area since 1976. The Red Cross Society of China responded with relief distributions to help the 100,000 people left homeless in the harsh winter conditions.

## May

✚ Kenya faced hailstorms, flash floods and landslides, which displaced 69,000 people from their homes. An allocation of funds from the IFRC's Disaster Relief Emergency Fund enabled the Kenya Red Cross to deploy hundreds of volunteers to the affected areas.

✚ Tropical Storm Agatha wreaked havoc in Central America, but the number of casualties was minimized thanks to long-term investments in development, including risk reduction and disaster preparedness programmes.

## June

✚ Acting in line with the fundamental principles, the Turkish Red Crescent and Magen David Adom in Israel joined forces to evacuate Turkish nationals wounded in the incident involving an 'aid flotilla' that was en route to Gaza.

✚ A humanitarian crisis unfolded in Uzbekistan as tens of thousands of people fled conflict and violence in neighbouring Kyrgyzstan. The Uzbek Red Crescent, with the support of the IFRC, implemented a relief operation to assist the most vulnerable.

✚ As the food crisis in Niger worsened, the IFRC more than trebled its appeal. Community-based screening helped identify and refer cases of acute malnutrition in children under five and Red Cross volunteers, in collaboration with the World Food Programme, aimed to distribute food to 100,000 of the most vulnerable.

## July

✚ At the Vienna AIDS Conference, the IFRC announced it would increase its programmes to support injecting drug users, one of the groups most at risk from HIV. No major long-term improvement in HIV infection rates can be achieved without reaching communities that are highly vulnerable and living on the margins of society.

✚ Over a 24-hour period, unprecedented monsoon rains fell in Pakistan affecting nearly 1 million people, but the emergency was far from over.

## August

✚ Torrential monsoon rains continued to fall and Pakistan experienced its worst flooding for 80 years. The 'super floods' left one-fifth of the country under water and the number of people affected rose to

20 million. The IFRC quadrupled its appeal to almost 76 million Swiss francs to support the Pakistan Red Crescent Society operation.

## September

➤ On World First Aid Day, the IFRC called on governments and partners to bridge the preparedness divide between rich and poor communities by making first-aid training and education available for all.

➤ The IFRC and GAVI Alliance cautioned that a funding gap of 4 billion Swiss francs is threatening immunization programmes. Their joint report, *Immunization: unfinished business*, advocates for sustained political and financial commitment to stop children dying of diseases that can be prevented with available vaccines.

➤ Secretary General Bekele Geleta addressed the UN's High-Level Plenary Meeting on the Millennium Development Goals in New York, which was held to accelerate progress towards meeting the goals by 2015. The IFRC and its partners also convened two side events focusing on the unfinished business of immunization and the home management of malaria.

➤ The IFRC's World Disasters Report warned that 2.57 billion urban dwellers living in low- and middle-income countries are exposed to unacceptable levels of risk fuelled by rapid urbanization, poor local governance, population growth, poor health services and urban violence.

## October

➤ Fifty Red Cross and Red Crescent National Societies in Asia and the Middle East unanimously endorsed the Amman Commitment, with a clear call to action that will guide the humanitarian agenda of the Red Cross and Red Crescent in the region for the next four years.

➤ The IFRC launched a new advocacy report at its 8th Asia Pacific Conference: *Disasters in Asia: the case for legal preparedness*. The report uses case studies to highlight how better legislation can help to significantly reduce the human suffering caused by the growing number of natural disasters in the region.

➤ Viet Nam faced several days of torrential rain. Half a million people were affected and the IFRC launched an appeal to support the Viet Nam Red Cross response.

➤ Haitians were dealt another blow as cholera broke out in areas where thousands of earthquake survivors had set up home. The IFRC supported the Haitian Red Cross Society and the Dominican Red Cross to control the outbreak. Hundreds of trained Red Cross volunteers spread cholera prevention messages and cholera treatment centres were established in priority areas.

➤ The IFRC released emergency funds for the Red Cross Societies of Benin, Ghana and Nigeria, and launched an appeal for Burkina Faso as torrential rains washed away homes, livestock, crops and infrastructure.

➤ Typhoon Megi battered the Philippines affecting an estimated 2 million people. The Philippine Red Cross was immediately active on the ground providing assistance to the most vulnerable. The IFRC launched an appeal to assist people in the five hardest hit regions.

➤ Indonesia faced a double disaster as Mount Merapi erupted, displacing more than 70,000 people, and a 7.7-magnitude earthquake hit the Mentawai Islands, triggering a tsunami. The IFRC launched an appeal to support the Indonesian Red Cross operation. Tragically, a Red Cross volunteer lost his life whilst helping evacuate residents near the volcano.

➤ Severe flooding in South Sudan led the IFRC to launch an appeal to support the Sudanese Red

Crescent. Some 2,400 Red Crescent volunteers assisted in search and rescue and relief distributions to assist the 50,000 people affected.

## November

➤ Hurricane Tomas tore through the Caribbean leaving a trail of devastation in Saint Lucia, Saint Vincent, the Grenadines and Barbados. Red Cross staff and volunteers across the region worked unrelentingly to carry out search and rescue operations and to distribute relief items.

➤ Wild polio virus took hold in the Republic of Congo for the first time since 2000 and the government declared a national emergency and announced a campaign to vaccinate the entire population. The IFRC launched an appeal to support the Congolese Red Cross in providing assistance to some 4 million beneficiaries over six months.

## December

➤ On World AIDS Day, the IFRC's report, *Out of harm's way*, argued that denying harm reduction services to injecting drug users contributes to the transmission of HIV and constitutes a violation of human rights.

➤ The IFRC issued a report calling on EU member states to strengthen national and EU laws to ensure smooth cross-border assistance in the event of a major disaster. Climate change is altering disaster patterns and EU member states need to consider the possibility that they too may need to call on outside assistance in the future.



# A TALE OF TWO DISASTERS: HAITI AND PAKISTAN

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In 2010, two countries were faced with perhaps the most destructive disasters in their histories. On 12 January, Haiti was hit by a powerful earthquake that affected 3 million people. In July, monsoon rains left a fifth of Pakistan underwater and devastated the lives of 20 million people. Both disasters caused terrible human suffering, and yet one disaster immediately dominated the news headlines, and the other did not. One disaster prompted a flow of donations, and one did not.

It has long been recognized that sudden-onset disasters, like earthquakes and hurricanes, grab the headlines and the attention of the public and donors in a way that slow-onset disasters, like droughts and floods, don't. But can the differing responses to these two disasters simply be attributed to the swiftness of the calamity? Or were other factors at play?

After the earthquake in Haiti, media coverage was certainly an important driver of the flow of public donations. An earthquake is dramatic and geologically compelling. On the other hand, almost every corner of the planet has experienced heavy rainfall at some point and floods may seem rather commonplace in comparison. Moreover, monsoon rains are known to be an annual weather event, so many people did not understand the scale of the disaster or why the 2010 monsoon season was different.

The earthquake in Haiti occurred on 12 January 2010. The exact start of the Pakistan floods is somewhat less specific. Heavy rains and floods started about a week before the news reached an international audience. The first fatalities were reported on 21 July, but the

news of the flooding did not break until 29 July. The flood surge then took six weeks to reach southern Pakistan.

The timing of the Haiti earthquake was also significant. For governments and donors, the start of the calendar year often coincides with the start of the financial year, so in January money may not have been earmarked for other projects. For the public in the West, Christmas and the new year represent times of giving, and donations for previous disasters have been generous during this period. Given that the floods in Pakistan came six months after Haiti, donor fatigue may have also played a part.

Finally, there is one other important factor in this tale of two disasters – a rather more complex one – and that is Pakistan's internal context. As the disaster unfolded, there were reports of militant organizations carrying out relief work, accounts of aid not getting through to people in need because of corruption and stories of people looting relief convoys. Whether true or not, it did little to inspire people to give.

Each and every one of the above factors contributed to the stark differences in the way the two disasters were perceived, reported on and responded to. From a Red Cross Red Crescent perspective, the two disasters required very different operations, in part because the two National Societies involved are very different, as are their country's organizational capacities. What follows is a summary analysis of the specific challenges that these two operations posed for the Red Cross Red Crescent in the context of the IFRC's *Strategy 2020*.



# Haiti

12  
January  
2010

## Earthquake



### Location

Epicentre – 16 miles south-west of Port-au-Prince

### Population

3 million people affected  
222,570 people killed  
300,572 people injured

### IFRC appeal target

314,329,971 Swiss francs

### Appeal target coverage (as of end 2010)

81%

### Haitian National Red Cross Society

1,000 staff and volunteers deployed

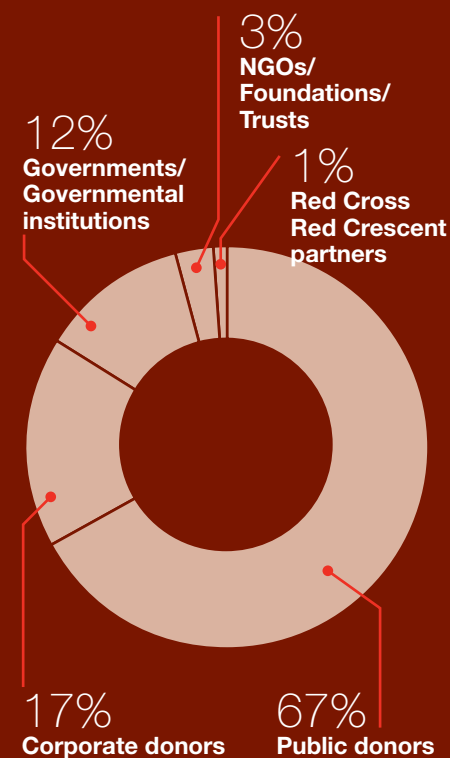
### ERUs deployed by IFRC

21 (+3 other response teams)

### Expected duration of IFRC operation

3 years

### Donor breakdown of IFRC appeal



# Pakistan

21  
July 2010

## Monsoon floods



### Location

The first casualties were reported in the northern province of Khyber Pakhtunkhwa. The total land under water was equivalent to an area the size of Tunisia.

### Population

20 million people affected  
1,985 people killed  
2,946 people injured

### IFRC appeal target

130,673,677 Swiss francs

### Appeal target coverage (as of end 2010)

60.4%

### Pakistan Red Crescent Society

1,434 volunteers deployed

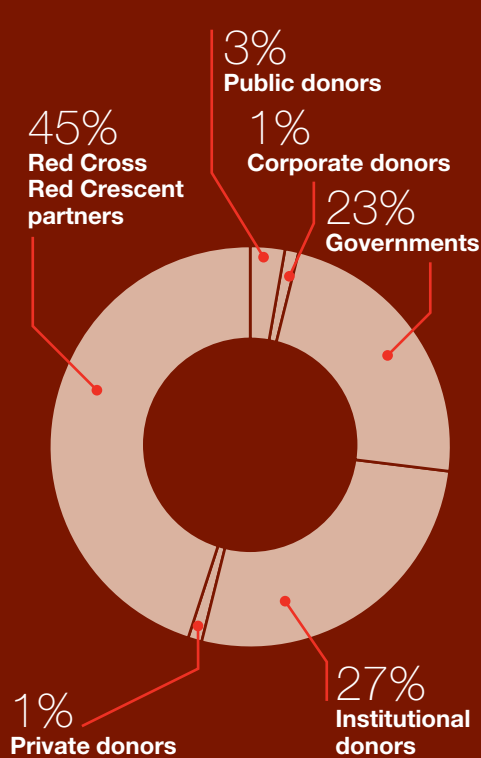
### ERUs deployed by IFRC

11

### Expected duration of IFRC operation

2 years

### Donor breakdown of IFRC appeal





## Operational complexities

Haiti, the poorest country in the Western hemisphere, has suffered decades of political turmoil, social instability and violence. Before the earthquake in 2010, many Haitians faced high levels of poverty and unemployment, with poor access to healthcare, and water and sanitation. Occupying the western side of the Caribbean island of Hispaniola, the country is often hit by intense tropical storms, the consequences of which are all the more devastating because of heavy deforestation.

The epicentre of the 2010 earthquake was just 16 miles from the capital city, Port-au-Prince; the presidential palace, all but two government ministries, the police headquarters and the UN headquarters were all severely damaged; one in five civil servants was killed. The streets filled with rubble, collapsed buildings and bodies, making movement almost impossible. The country's water supply, which at best provided clean water to 40 per cent of the population, was destroyed. Power cuts were frequent. The capital was virtually incapacitated.

The sea port was damaged extensively and the international airport was paralysed. It re-opened after a few hours, but it soon became clogged with incoming aid and military aircraft, as did the main airport in the Dominican Republic on the other side of the island.

Jakob Dall/Danish Red Cross



## STRATEGIC AIM 1

### Save lives, protect livelihoods, and strengthen recovery from disasters and crises

#### Largest single-country response

During the immediate aftermath of a major disaster, the focus of the Red Cross Red Crescent is on delivering life-saving humanitarian assistance – carrying out search and rescue, and providing medical treatment, emergency shelter and relief supplies. There follows a shift in focus towards restoring the *status quo ante*. However, in the case of Haiti, so much of the pre-earthquake infrastructure was either non-existent or so inadequate that this was not a desirable goal. The focus needed to be on building back better.

The Haitian National Red Cross Society was up and running immediately – despite suffering significant losses among its staff and volunteers – and within hours of the earthquake, first-aid stations were established and operational.

The IFRC immediately deployed a field assessment and coordination team. It was clear from early assessments that the operation was going to be a complex one, and this prompted the IFRC to deploy 21 emergency

### Strategy 2020 enabling action 2: Pursue humanitarian diplomacy to prevent and reduce vulnerability in a globalized world

#### Improving Haiti's legal preparedness

When a major disaster strikes, international assistance can often mean the difference between life and death. However, few governments are fully prepared to handle the legal aspects of incoming international aid and aid workers. If governments over-regulate, then they risk creating bottlenecks and delays; if they under-regulate, they find themselves awash with unnecessary or substandard relief goods, and face a bureaucratic and coordination nightmare.

And the bigger the disaster, the more international actors tend to arrive on the scene. The Haiti earthquake was an extreme example of this. Whilst Haiti is party to several international conventions relating to international disaster response, they proved inadequate for dealing with the hundreds of humanitarian organizations and thousands of aid workers and media representatives that poured into the country. Emergency customs procedures

were introduced, but with a damaged airport, an incapacitated sea port and a shortage of customs officials, an already complex situation became even more so.

In the example of Haiti, many of the people who arrived to help had little or no experience of Haiti or international disaster response, and official coordination mechanisms were often bypassed. Governments need to address these issues by ensuring that efficient registration mechanisms are in place for humanitarian organizations, with eligibility criteria attached.

The IFRC and Haitian National Red Cross Society are working with the Haitian authorities to improve the national regulatory framework for international disaster assistance. The government is developing a legal framework for disaster risk reduction, which will lead to a more stable and strategic approach to any future disasters.

response units and 3 other response teams, making it the IFRC's largest single-country response in its history.

It became clear that this was going to be a unique opportunity to build a stronger Haiti – a Haiti that had suffered decades of destitution – and this became central to the Red Cross Red Crescent's operation.

#### Rebuilding lives, not just homes

Ten weeks after the earthquake, nearly 75 per cent of the 1.3 million people left homeless by the earthquake had received emergency shelter materials comprising

taraulins, tents and toolkits. By 1 May 2010, this number had reached 100 per cent. This was one of the fastest emergency shelter deliveries in recent times thanks to the commitment of the 50 agencies involved in the shelter cluster. Coordinated by the IFRC, the shelter cluster overcame many hurdles, ranging from tonnes of rubble in the streets to decimated government departments.

However, one of the greatest challenges faced in Haiti has been to find and implement sustainable shelter solutions. Shelter is not only about physical structures, but also the full range of legal, economic





Benoit Maisha-Carpentier/IFRC



Olav A. Saltbones/Norwegian Red Cross



Sophie Chavane/IFRC

THE IFRC HAS LONG BEEN COMMITTED TO BUILDING BACK BETTER. WITH ADEQUATE FUNDING, DISASTERS CAN PROVIDE AN OPPORTUNITY TO IMPROVE INFRASTRUCTURE AS WELL REBUILD HOMES.

and social elements that need to come together to produce a long-term solution that is acceptable to the local community. The system of land tenure in Haiti is informal and finding available land to build on has proved an enormous challenge to all actors operating in Haiti.

The IFRC has long been committed to building back better. With adequate funding, disasters can provide an opportunity to improve infrastructure as well rebuild homes. Livelihoods, healthcare and disaster risk reduction planning can be integrated into reconstruction programmes. This is the ideal scenario, but in Haiti, this has been a formidable task. The IFRC, and others, have strongly advocated the need for long-lasting solutions and urged the Haitian authorities to resolve the deeper land tenure and shelter issues. Only then will affected communities really begin to start the process of recovery.



## Enable healthy and safe living

### Preparing for next time

Just a few weeks after the earthquake struck, the Red Cross Red Crescent started planning for the 2010 hurricane season, which was predicted to be one of the worst on record. As the start of the hurricane season

approached, the Red Cross Red Crescent pre-positioned relief items for 25,000 families across Haiti and at the IFRC's regional logistics hub in Panama.

Risk awareness and information are crucial for effective disaster preparedness, and the Haitian National Red Cross Society and the IFRC took full advantage of media and telecommunications networks to inform communities. Radio programmes like Radio Croix-Rouge haitienne and mass-SMS campaigns complemented other traditional preparedness efforts.

The government's Directorate of Civil Protection started to get back on its feet. It provided coordination and clarity for aid agencies, whilst developing protocols for the distribution of early warning and evacuation messages, and the systematic identification of safe places. An assessment of flood risks for the earthquake-affected areas identified 136 safe shelters with a combined capacity of 60,000 people. By the start of the 2010 hurricane season, however, 1.4 million people were still living in camps with little or no protection.

Preparedness and risk reduction efforts continued in earnest, and teams of trained Haitian Red Cross staff and volunteers were ready to be deployed, supported by teams of international staff already in the country. However, it was clear that not all the earthquake survivors would be safe from a severe storm or hurricane.

Vulnerability before the earthquake had been high. After the earthquake, with so many people in emergency shelters, it was exceptionally high. As it turned out, for Haitians at least, the hurricane season

proved to be a quiet one and Haiti was spared another direct hit.

### Sanitation: the number one threat to life

Until just a few years ago, the Haitian authorities had only assumed responsibility for water and not sanitation. Municipal sewerage did not exist and individuals were left to make their own arrangements. Unfortunately, the government's plan to reform Haiti's water and sanitation provision had only just begun when the earthquake struck. The Red Cross Red Crescent, working with other agencies, led efforts to provide water and sanitation on behalf of the Haitian authorities.

The need for clean drinking water is always clearly understood – the need for proper sanitation less so. Poor sanitation and hygiene practices can quickly lead to an outbreak of disease that can spread rapidly among crowded camps of people. Very early on in the operation, the Red Cross Red Crescent identified sanitation issues as the number one threat to life in post-earthquake Haiti.

Every day, the Red Cross Red Crescent distributed almost 2 million litres of safe drinking water and provided sanitation facilities to over 300,000 people, but the longer-term goal was always to build the capacity of the government's water and sanitation agency, DINEPA. Even before the earthquake, poor sanitation was responsible for the deaths of between 5 and 16 per cent of Haiti's children, and the Red Cross Red Crescent advocated strongly that the Haitian authorities needed



## Strategy 2020 enabling action 3: Function effectively as the IFRC

### Working together to help people recover

A key strength of the Red Cross Red Crescent is our ability to combine local community-based action with international response mechanisms. Our collective efforts as a Federation are all the more effective when they are well coordinated and focused; and never was this more necessary or more apparent than during the Haiti earthquake operation.

A total of 104 National Societies supported the operation in Haiti – the largest single-country response in the history of the Red Cross Red Crescent. Contributions, both large and small, ranged from the provision of personnel, financial support or in-kind donations – all of which required extensive coordination and cooperation to maximize effectiveness and minimize duplication. In order to ensure sound operational planning, a coordination meeting was held in February 2010 – involving 23 National Societies, the IFRC and ICRC – to set out a roadmap to help Haiti recover.

Whilst the Haiti earthquake operation demonstrates one way of working together as a Federation – with cooperation mechanisms in place to handle both bilateral and multilateral contributions – the Pakistan super flood shows another effective model. The Pakistan Red Crescent Society was clearly the natural leader of the Red Cross Red Crescent response and it fulfilled its mission most capably. The difficult operational context in which the National Society operates is also reflected in the high percentage of multilateral contributions by partner National Societies

Just as each disaster is different, no two countries or National Societies are the same; and when disaster strikes, the IFRC takes into account existing strengths and weaknesses in order to tailor its humanitarian assistance accordingly. The IFRC as a whole must take care not to overshadow a National Society facing a catastrophe, nor to overburden it with operational demands. Functioning as a Federation is the keystone to our work and as we adapt to a fast-changing world, we must continue to find new ways of working together to best serve the world's most vulnerable people.

increased funding and support to improve the country's sanitation services.

The Red Cross Red Crescent provided DINEPA with financial assistance and training, and supported the building of new neighbourhood water kiosks in areas not connected to piped water. The kiosks will be managed by community members, who are able to provide feedback on the project. By boosting local capacity and transferring control of these vital services back to the public authorities, the Red Cross

Red Crescent is helping to create not only a healthier future for the people of Haiti, but one that is also more sustainable.

### Communicating about cholera

Unfortunately, the Red Cross Red Crescent's assertion that poor sanitation was the number one threat to life after the earthquake proved to be true. In late October, cholera broke out. The first cases appeared in rural Artibonite. Although it had not been directly affected

by the earthquake, it had become home to thousands of displaced people, many of whom were living in poor sanitary conditions.

The Haitian National Red Cross Society immediately dispatched medical supplies to the main hospital in Saint-Marc and maintained regular contact with the health ministry and other key stakeholders to ensure a coordinated response.

The IFRC and Haitian National Red Cross Society also carried out an extensive public awareness campaign in French and Creole that used radio, sound trucks and trained volunteers to inform people about cholera and how to avoid becoming ill. The Haitian National Red Cross Society, in partnership with a Haitian mobile phone company, sent more than 2 million SMS to people living in Artibonite and Port-au-Prince over four days. In a clear indication of the importance and impact of this effort, more than 75,000 people responded by calling a free Red Cross information line for more detailed advice on cholera prevention.

As the disease spread, the National Society, supported by Red Cross Red Crescent partners, stepped up its campaign with a four-pronged approach focusing on water supply, sanitation, hygiene promotion and curative treatment. By the end of 2010, cholera had reached all of Haiti's ten departments.





## STRATEGIC AIM 3

### Promote social inclusion and a culture of non-violence and peace

#### Tackling gender-based violence

Port-au-Prince was home to several million people, with 80 per cent or more living in slums. Despite appearances, it had its own fragile social order. If you shake up that fragile social system with a magnitude-7 earthquake, the emotional stress of a disaster can all too easily spill over into fear, tension and violence.

As thousands of people were displaced, new community dynamics were formed with some self-appointed community leaders, who often did not represent the interests of all. In addition, gender-based violence became a real issue in the camps.

Gender-based violence and the prevention of sexual abuse and exploitation were systematically integrated into Red Cross Red Crescent action plans. The IFRC and the Haitian National Red Cross Society sought to work with vulnerable groups to take their needs into account when planning camps, particularly sanitation services. The situation became so serious that the IFRC deployed a delegate specialized in the prevention of sexual exploitation and abuse to the Haiti operation.

#### "The disease of the dirty hands"

The cholera outbreak led to another source of fear and tension, and Red Cross volunteers had to work hard to dispel the myths. Falsehoods and rumours started circulating about the disease, with many Haitians believing they were immune to cholera as the disease was uncommon in Haiti. The disease became known as "the disease of the dirty hands", which sometimes led to the stigmatizing belief that those infected had been eating excrement. People who had been treated for cholera became increasingly isolated; some were even attacked.

In close-knit communities, people may fear outsiders – indeed some Haitians believed foreigners were to blame for the cholera outbreak – and Haitian Red Cross volunteers held the key to addressing these issues.

Discussion groups were held with affected communities to explore differing opinions about cholera and cholera treatment centres, with volunteers providing facts about the disease. Red Cross volunteers also made home visits to people who had received treatment, ensuring other family members and neighbours understood the disease. It is precisely in these situations that the value of community-based Red Cross volunteers comes to the fore.



Jakob Dall/Danish Red Cross



## Operational complexities

Like Haiti, Pakistan is no stranger to major disasters, but the monsoon flash floods of 2010 compounded other circumstances to create a disaster of numerous complexities. Flash floods, in particular, create logistical nightmares; the sheer force of flood water sweeps away

roads, bridges, buildings – anything in its path – and dumps it somewhere else. And flood water is all-pervasive, often filthy and laden with health risks.

The Pakistan super flood, as it became known, was like no other. It started in Pakistan's northern Swat valley and some six weeks later the flood surge hit the Indus delta in the country's southern-most reaches. It had travelled a staggering 1,300 kilometres. Strictly speaking, one could say the danger was over by the end of the first week of September as the main surge

## Strategy 2020 enabling action 1: Build strong National Red Cross and Red Crescent Societies

### Building capacity works

The Pakistan Red Crescent Society is no stranger to disasters. Since the 2005 earthquake and 2007 floods, it has systematically built its capacity and expertise in disaster management. In 2008, when fighting broke out between government security forces and militants, more than 2.5 million people fled and the National Society faced another huge humanitarian challenge. With the support of ICRC, the Pakistan Red Crescent Society has become recognized and trusted as a neutral humanitarian actor in a complex political environment.

So when the monsoon rains came in July 2010, the National Society was in a strong position to respond. Within hours, it began relief distributions and deployed 25 of its mobile medical teams. By August, the Pakistan Red Crescent Society had distributed relief supplies to more than 350,000 people. Its mobile medical teams now numbered 33 and were travelling around the worst-hit areas; over 1,300 trained Red Crescent volunteers were operational.

The reality is that no country in the world would ever be truly ready to deal with a mega-disaster like the super flood. Partners within the International Red Cross and Red Crescent Movement provided the National Society with much-needed additional support in the form of 11 emergency response units, but it was the Pakistan Red Crescent Society that coordinated this wider Movement response, working with the IFRC, ICRC, other National Societies, as well as the government's national disaster management authority.

The Pakistan super flood illustrates how building the capacity of a National Society, so that it has a wide base of skilled local volunteers who are on the ground as soon as disaster strikes, is a highly effective humanitarian model that can be augmented by international support when needed. The Pakistan Red Crescent Society – whilst continuing to examine the lessons learnt from the 2010 super flood – has certainly boosted its reputation as an effective partner, both nationally and internationally.

had left the Indus delta. However, even by the end of October, the full extent of the disaster was not known as the flood water had not receded in Sindh.

The ill-defined nature of the disaster was problematic. Clearly the task ahead was going to be of gargantuan proportions, but it was difficult to carry out detailed assessments with huge swathes of the country still underwater. And this lack of definition and concrete statistics somehow made it less comprehensible to the outside world.

There were other challenges too. In some areas of Pakistan, people had already been displaced by fighting. The International Committee of the Red Cross (ICRC) had been working with the Pakistan Red Crescent Society to support tens of thousands of people displaced by violence, who were then hit by the floods.

Then there were the landmines. The flood water swept down unexploded mines from the mountainous areas where fighting was taking place. There were numerous cases of people being seriously injured or killed after inadvertently setting them off.



## Save lives, protect livelihoods, and strengthen recovery from disasters and crises

### The dangers of dirty water

The flood water in Pakistan was a contaminated cocktail of sewage, animal carcasses and debris. In the early stages of the disaster, the desperate people of Pakistan had to wade through it, rest in it and they had to resort to drinking it to stay alive. Clean water was the number one priority.

In Sindh province, with its expansive agricultural plains, the water was particularly slow to recede and not helped by a high water table. Standing water is the perfect breeding ground for mosquitoes. Health conditions relating to the dirty water were rife, and Red Cross Red Crescent health teams were treating thousands of flood survivors for skin infections, malaria, diarrhoea and respiratory infections. By the end of the year, over 170,000 people had received medical treatment.

The Pakistan Red Crescent Society response was reinforced by the deployment of emergency response units specializing in health, and water and sanitation. By the end of 2010, just short of 64 million litres of clean water had been produced,

and water and sanitation services had reached over 600,000 people.

But the Red Cross Red Crescent doesn't just give people clean water; its volunteers teach people about its benefits and the importance of good hygiene practices to keep them healthy in the future. By the end of the year, hygiene promotion activities had reached over 12,500 people in the provinces of Sindh and Punjab, despite the compound challenges of standing water and scattered communities.

### Preparing for winter

As winter approached, flood survivors living in the mountainous northern regions were soon to face subzero night-time temperatures, possibly reaching minus 15 degrees Celsius. Standard emergency shelter kits were not going to be enough.

The IFRC and Pakistan Red Crescent Society designed a winterized shelter kit consisting of corrugated galvanized iron sheets, poles, tarpaulins, rope, nails and tools, as well as high-protection thermal blankets. Each winterized kit was suitable for seven people – the average size of a Pakistani family.

Additional staff and volunteers were mobilized to ensure all the kits were distributed in time for winter. For some recipients, reaching the distribution points meant almost a day's walk across the mountains and then back again with the kit on their backs. Red Crescent volunteers also had to traverse difficult terrain on foot to reach outlying villages.



By the end of December 2010, almost 14,000 people in Khyber Pakhtunkhwa and Gilgit Baltistan had received a winterized shelter kit, and further distributions took place in early 2011.



## STRATEGIC AIM 2

### Enable healthy and safe living

#### Sowing the seeds of hope

The floods damaged or destroyed more than 5.5 million acres of arable farmland across Pakistan and killed hundreds of thousands of cattle – with serious consequences for Pakistan's economy. Agriculture accounts for 20 per cent of its GDP, with rice, wheat, fruit and cotton the mainstays of Pakistan's exports.

By November, despite the widespread distributions of food packages, 14 per cent of the population was malnourished and an estimated 30 to 50 per cent of children were presenting acute symptoms of malnutrition. The price of staple foods had gone through the roof; flood survivors were struggling to grow their own food, and they couldn't afford to buy it.

The IFRC doubled its request for international emergency assistance and, together with the Pakistan Red Crescent Society, planned a second wave of distributions to provide struggling individuals and families with essential food.



Valérie Batselaere/IFRC

Demonstrating its focus on longer-term development, the IFRC and Pakistan Red Crescent Society launched a project to distribute winter seed packages to 2,000 of the most severely affected families in Sindh province. Advice from agricultural experts suggested that winter vegetables like tomatoes, peas, spinach and turnips would fare best in the prevailing conditions whilst providing a relatively quick crop.

By the end of the year, 310,000 people in Khyber Pakhtunkhwa and Balochistan had received seeds, fertilizer and tools to plant the *rabi* crop, or autumn

sowing season. For many in southern areas, the water was slow to recede. It left behind a dense layer of sludge and debris, over a metre thick in places. Many farmers missed the autumn sowing season and their next harvest would be a whole year after the onset of the floods leaving them dependent on food aid for survival.



## STRATEGIC AIM 3

### Promote social inclusion and a culture of non-violence and peace

#### Fighting and floods: rebuilding trust and boosting resilience

In some parts of Pakistan, such as the northern province of Khyber Pakhtunkhwa, communities have faced years of armed conflict and turmoil. They have then suffered the emotional trauma of losing their homes and belongings to floods. For the poor – with no social safety net to fall back on – the feeling is one of utter despair. And for children, the feelings of trauma are in no way lessened; they are often fully aware of their precarious situation.

Before the floods, the Pakistan Red Crescent Society, supported by the Danish Red Cross, had implemented a psychosocial support programme for children. The programme builds confidence, trust and playfulness in children affected by violence and crisis with activities like picnics, sports and poetry competitions. Since the floods, the programme has become even more important in helping children and their families.

The results have been significant. The children are more open and playful, less withdrawn and insecure. It may sound clichéd, but children are the future, and it is vital to help them make sense of what they have

experienced, boost their natural resilience and increase their feelings of control when everything around them is uncertain. Creating a positive environment for children in this way helps strengthen family and community bonds as children learn to trust again.

#### Beneficiary communications: a gender-sensitive approach

The Red Cross Red Crescent around the world is committed to hearing the voices of all beneficiaries – impartiality is at the core of our fundamental principles – but it recognizes that in certain contexts, implementing this requires a combination of creativity and sensitivity. In many of Pakistan's rural communities, the mobility of women and girls is restricted and reaching female-headed households affected by the floods was incredibly difficult.

A new beneficiary communications programme, which incorporated lessons learnt from Indonesia and Haiti, used a mix of traditional and modern communication methods to disseminate important information. In November 2010, the Pakistan Red Crescent Society launched its first radio show – an hour-long weekly programme hosted by Red Crescent volunteers from the National Society's gender programme – and a 30-minute TV show.

Both the radio and TV show deliver public service information on issues such as hygiene promotion and disaster preparedness. And, crucially, they also provide a platform for viewers and listeners to voice concerns with phone calls and feedback. By the end of 2010,

the IFRC and Pakistan Red Crescent Society were also exploring SMS – another innovative way of keeping in touch with flood survivors that proved so successful in Haiti.

However creative these solutions, there are countless women in Pakistan who face marginalization because they live in households where men control access to all the information. Women may not be allowed to watch TV or listen to the radio, and many women cannot read leaflets that have been distributed, either because men prevent them from doing so or because they are illiterate.

Community-based volunteers provide the key to reaching these women. Women may not be permitted to interact with strangers, particularly men, but female Red Crescent volunteers are much more socially acceptable. Illiteracy can be overcome with drawings and diagrams, and volunteers can ensure that the voices of vulnerable women and girls are also heard.

# FINANCES

In 2010, the IFRC received 500 million Swiss francs in voluntary contributions in response to its development and disaster response programmes. Combined with other income of 56 million Swiss francs, this gave a total of 556 million Swiss francs. Total restricted expenditure for the year came to 472 million Swiss francs.

Both income and expenditure for disaster response programmes increased during 2010 compared with 2009. Income in 2010 totalled 368 million Swiss francs compared with the 126 million Swiss francs received in 2009. Similarly, expenditure on disaster response programmes increased to 240 million Swiss francs in 2010 from 180 million Swiss francs the previous year.

The Americas witnessed the most significant growth in both income and expenditure, with a total of 258 million Swiss francs and 125 million Swiss francs respectively. This represents a major rise on the 2009 figures of 23 million Swiss francs in income and 29 million Swiss francs in expenditure. Eighty-seven per cent – or 226 million Swiss francs – of income generated in the Americas consisted of contributions dedicated to the Haiti earthquake operation. Of this amount, 99 million Swiss francs was spent during 2010.

The unrestricted operating expenditure of the secretariat decreased to 63 million Swiss francs in 2010 from 68 million Swiss francs in 2009. The unrestricted reserves increased to 68 million Swiss francs in 2010 from 67 million the previous year.

## Consolidated balance sheet at 31 December 2010

	2010 CHF	2009 CHF
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	128,825	139,416
Short-term investments	160,000	110,000
Financial assets at fair value through profit or loss	97,733	20,497
Accounts receivable, net	115,016	135,220
Prepayments and other receivables	5,303	8,046
Inventories, net	1,811	1,301
Other assets	204	181
<b>Total current assets</b>	<b>508,892</b>	<b>414,661</b>
<b>Non-current assets</b>		
Property, net	3,330	3,381
Vehicles, net	24,323	14,503
Other equipment	1,363	1,747
Intangible assets, net	2,818	3,778
Retirement benefit asset	2,762	4,536
<b>Total non-current assets</b>	<b>34,596</b>	<b>27,945</b>
<b>Total assets</b>	<b>543,488</b>	<b>442,606</b>

All figures in thousands of Swiss francs (CHF)

	2010 CHF	2009 CHF
<b>Liabilities and reserves</b>		
<b>Current liabilities</b>		
Accounts payable	25,749	16,613
Accrued expenses	10,320	3,992
Employee benefit liabilities	4,073	6,189
Provisions	21,226	21,285
Deferred income and prepaid contributions	44,483	44,248
<b>Total current liabilities</b>	<b>105,851</b>	<b>92,327</b>
<b>Non-current liabilities</b>		
Deferred income	3,408	1,818
<b>Total non-current liabilities</b>		
<b>Total liabilities</b>	<b>109,259</b>	<b>94,145</b>

All figures in thousands of Swiss francs (CHF)



## Consolidated income and expenditure statement for the year ended 31 December 2010

	2010	2009
	CHF	CHF
<b>Restricted reserves</b>		
Funds held for field operations	365,800	280,984
<b>Total restricted reserves</b>	<b>365,800</b>	<b>280,984</b>
<b>Unrestricted reserves</b>		
<b>Designated reserves</b>		
Self-insurance	1,175	1,060
Statutory meetings	1,140	840
Actuarial valuations	2,762	4,536
Specific projects	829	-
<b>Total designated reserves</b>	<b>5,906</b>	<b>6,436</b>
<b>Other unrestricted reserves</b>		
Retained surplus	62,523	61,041
<b>Total unrestricted reserves</b>	<b>68,429</b>	<b>67,477</b>
<b>Total reserves</b>	<b>434,229</b>	<b>348,461</b>
<b>Total liabilities and reserves</b>	<b>543,488</b>	<b>442,606</b>

All figures in thousands of Swiss francs (CHF)

	Unrestricted 2010	Restricted 2010	Total 2010	Total 2009
<b>Continuing operations</b>				
<b>Contributions</b>				
Statutory contributions	36,102	-	36,102	36,015
Voluntary contributions, net	3,631	501,693	505,324	289,029
Contribution to other organization reimbursed	-	7,036	7,036	-
<b>Total contributions</b>	<b>39,733</b>	<b>508,729</b>	<b>548,462</b>	<b>325,044</b>
Supplementary services income	-	41,299	41,299	33,001
Other income	331	6,345	6,676	17,605
<b>Total income</b>	<b>40,064</b>	<b>556,373</b>	<b>596,437</b>	<b>375,650</b>
<b>Operating expenditure</b>				
Employee benefits	46,792	107,468	154,260	150,202
Relief supplies	( 84)	174,726	174,642	107,690
Transportation and storage	124	36,719	36,843	16,940
Equipment	669	9,056	9,725	20,981
Travel	2,731	10,812	13,543	12,986
Communications	1,554	3,948	5,502	5,268
Workshops and training	861	22,821	23,682	22,930
Information	1,295	7,507	8,802	9,909
Legal, professional and consultancy fees	3,774	12,555	16,329	14,160
Administration, office and general	3,164	13,094	16,258	16,278
Depreciation and amortization	1,977	3,800	5,777	5,192
Voluntary contributions reimbursed to donors	-	5,153	5,153	1,747
Provision for outstanding pledges	( 181)	( 167)	( 348)	746
Provision for unpaid statutory contributions	( 158)	-	( 158)	( 1,341)
Provisions for operations	137	840	977	6,027
Contributions to National Societies	65	31,680	31,745	83,009
Contributions to other organizations	821	3,034	3,855	4,584
<b>Total operating expenditure</b>	<b>63,541</b>	<b>443,046</b>	<b>506,587</b>	<b>477,308</b>
<b>Other expenditure</b>				
Programme support recovery	( 24,661)	24,661	-	-
Project deficit provision and write-off	450	( 1,723)	( 1,273)	1,219
Other expenditure	( 2,266)	2,266	-	-
<b>Total other expenditure</b>	<b>( 26,477)</b>	<b>25,204</b>	<b>( 1,273)</b>	<b>1,219</b>
<b>Result before financing activities</b>	<b>3,000</b>	<b>88,123</b>	<b>91,123</b>	<b>( 102,877)</b>
<b>Finance expense, net</b>				
Finance income	( 1,382)	( 139)	( 1,521)	( 14,513)
Finance expense	3,169	3,707	6,876	294
<b>Net finance expense/(income)</b>	<b>1,787</b>	<b>3,568</b>	<b>5,355</b>	<b>( 14,219)</b>
<b>Result and total comprehensive income for the year</b>	<b>1,213</b>	<b>84,555</b>	<b>85,768</b>	<b>( 88,658)</b>
<b>Attributable to:</b>				
Restricted reserves	-	84,555	84,555	( 94,345)
Unrestricted reserves	1,213	-	1,213	5,687
	<b>1,213</b>	<b>84,555</b>	<b>85,768</b>	<b>( 88,658)</b>

All figures in thousands of Swiss francs (CHF)

## Consolidated income and expenditure statement for the year ended 31 December 2010, analysed by geography

	2010	2009
<b>Restricted income</b>		
Africa	72,649	86,089
Americas	258,407	23,119
Asia Pacific	140,274	147,933
Europe and Central Asia	18,847	18,151
Middle East and North Africa	7,545	9,724
Global programmes	58,651	49,873
<b>Total restricted income</b>	<b>556,373</b>	<b>334,889</b>
	<b>2010</b>	<b>2009</b>
<b>Restricted expenditure</b>		
Africa	75,602	93,800
Americas	124,777	29,482
Asia Pacific	185,671	211,354
Europe and Central Asia	19,859	18,877
Middle East and North Africa	8,066	16,213
Global Programme	57,843	59,507
<b>Total restricted expenditure</b>	<b>471,818</b>	<b>429,233</b>

All figures in thousands of Swiss francs (CHF)

## Consolidated income and expenditure statement for the year ended 31 December 2010, analysed by category of programmes

	2010	2009
<b>Restricted income</b>		
Development programmes	131,792	144,618
Disaster response programmes	368,430	125,967
Tsunami programme	3,630	13,816
Hosted projects	6,756	4,939
Other projects	2,251	1,658
Supplementary services	43,514	43,891
<b>Total restricted income</b>	<b>556,373</b>	<b>334,889</b>
	<b>2010</b>	<b>2009</b>
<b>Restricted expenditure</b>		
Development programmes	136,886	138,940
Disaster response programmes	240,199	179,830
Tsunami programme	41,254	48,132
Hosted projects	5,737	8,251
Other projects	4,600	8,989
Supplementary services	43,142	45,091
<b>Total restricted expenditure</b>	<b>471,818</b>	<b>429,233</b>

All figures in thousands of Swiss francs (CHF)

# 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 among 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 continue 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.



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