


International Federation of Red Cross and Red Crescent Societies

# ANNUAL REPORT 2014

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Saving lives, changing minds.

 International Federation  
of Red Cross and Red Crescent Societies



# WHO WE ARE

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer-based humanitarian network. Together with our 189 member National Red Cross and Red Crescent Societies worldwide, we reach 160.7 million people annually through long-term services and development programmes as well as 110 million people through disaster response and early recovery programmes. 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: Young community members join a Red Cross community engagement and social mobilization session near Monrovia. Volunteers of Liberia National Red Cross Society are carrying out focused community engagement and social mobilization in the lead up to Christmas, to help prevent the transmission of Ebola. Stephen Ryan/IFRC*



Since the beginning of the Syria crisis in 2011, millions of people have fled to neighbouring countries including Jordan, Lebanon, Iraq and Turkey. Red Crescent and Red Cross societies in the affected countries are working tirelessly across the region, with the support of the IFRC and ICRC, to bring aid to refugees and displaced people. Photo: IFRC.

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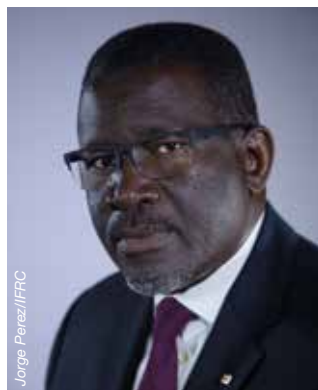
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# FOREWORD



**Tadateru Konoé,**  
President



**Elhadj As Sy,**  
Secretary General

2014 was a challenging year for the International Federation of Red Cross and Red Crescent Societies (IFRC) and for the wider humanitarian community. In Syria, South Sudan and the Central African Republic, the year ended as it started with millions of people displaced and affected by conflicts that show no sign of coming to an end. In each of these three crises, the effects have spread well beyond national borders, impacting surrounding countries and placing huge strain on already stretched social services.

These situations challenge us to work more effectively as the International Red Cross and Red Crescent Movement, to find new ways of coordinating better as the old lines between “conflict”, “disaster” and “development” are blurred. They force us to reflect on and adapt our approach to humanitarian response. When people have been displaced for months, or even years, they need more than short-term aid. They need support to rebuild their lives, to find employment and education opportunities, and to recover their dignity.

## Ebola

We were also challenged to respond to new crises, most notably the outbreak of the Ebola Virus Disease in West Africa. This most complex and deadly outbreak to date tested the entire international community as it further revealed the weakness of health systems and the deep distrust that many affected communities held towards institutions and aid organisations. Even today, more than a year since the start of the outbreak, some people still choose denial as a coping mechanism.

Ebola came to West Africa and found us there. We – the Red Cross societies of Sierra Leone, Liberia and Guinea – were already present in many affected communities. Ebola found its way into communities where more than 10,000 Red Cross volunteers put aside their own fears and responded effectively to stop the spread of the disease. They assumed responsibility for case management, social mobilisation, contact tracing, and managing the safe and dignified burials of those who succumbed to the illness. In communities where deceased people are handled intimately as part of deeply held cultural beliefs, burial practices were perhaps the major driver of Ebola’s rapid spread. Red Cross volunteers took it upon themselves to explain this to their communities, and to ensure that those who had died would be buried differently while still being afforded the respect and dignity they deserved. The concept

of safe and dignified burials led to more acceptance and proved to be one of the most important interventions in breaking the chain of transmission.

This work, supported by a massive international response, helped bring the worst of the outbreak to an end. This intervention is another reminder that lasting health impacts can only be achieved with the engagement and involvement of communities. Affected communities and local actors must be the key drivers of change and at the core of programme design, implementation and evaluation, building on local knowledge and capacities.

### A One Billion Coalition for Resilience

Communities should always be at the centre of our work. Our strength comes from our presence in communities, through our National Societies and their millions of volunteers. Through them, we are always there, accompanying people in need to respond to the challenges they face. We are present right across a continuum of development and humanitarian response, from preparedness, to response, to recovery.

We accompany communities in this way, not only to respond to shocks and hazards, but to strengthen their capacity and build and bounce back better, and respond more effectively to further shocks. More resilient communities are the base for a better future and sustainable development.

In November, we announced the One Billion Coalition for Resilience, a new partnership that brings together humanitarian organisations, civil

society groups and other stakeholders around the same goal – to lift, by 2025, one billion people out of situations of risk and vulnerability and to become more resilient in the face of shocks and hazards.

### Looking ahead

This year and the next are critical in shaping the global agendas that will have a direct impact on the communities we partner with. These agendas include a renewed global disaster risk reduction compact, a new agreement on financing for development, the adoption of the Sustainable Development Goals, and hopefully an agreed global response to the rapidly-worsening threat of climate change.

In October 2015, we will celebrate the 50<sup>th</sup> anniversary of the formal adoption of our Fundamental Principles. In December 2015, the International Red Cross and Red Crescent Movement will gather in Geneva for our biennial Statutory Meetings. We will sharpen our cooperation mechanisms and refocus our policies and practice to strengthen the capacities of National Societies. We will meet with States at the International Conference of the Red Cross and Red Crescent to emphasise joint priorities and expand principled humanitarian partnerships. In 2016, the first ever World Humanitarian Summit will attempt to bridge the growing divide between the formal humanitarian system and the needs of crisis-affected communities.

Each of these processes represent an opportunity to find new ways to overcome the challenges we

are facing. We believe that the best answers will emanate from focusing our resources and expertise to build the resilience of communities.

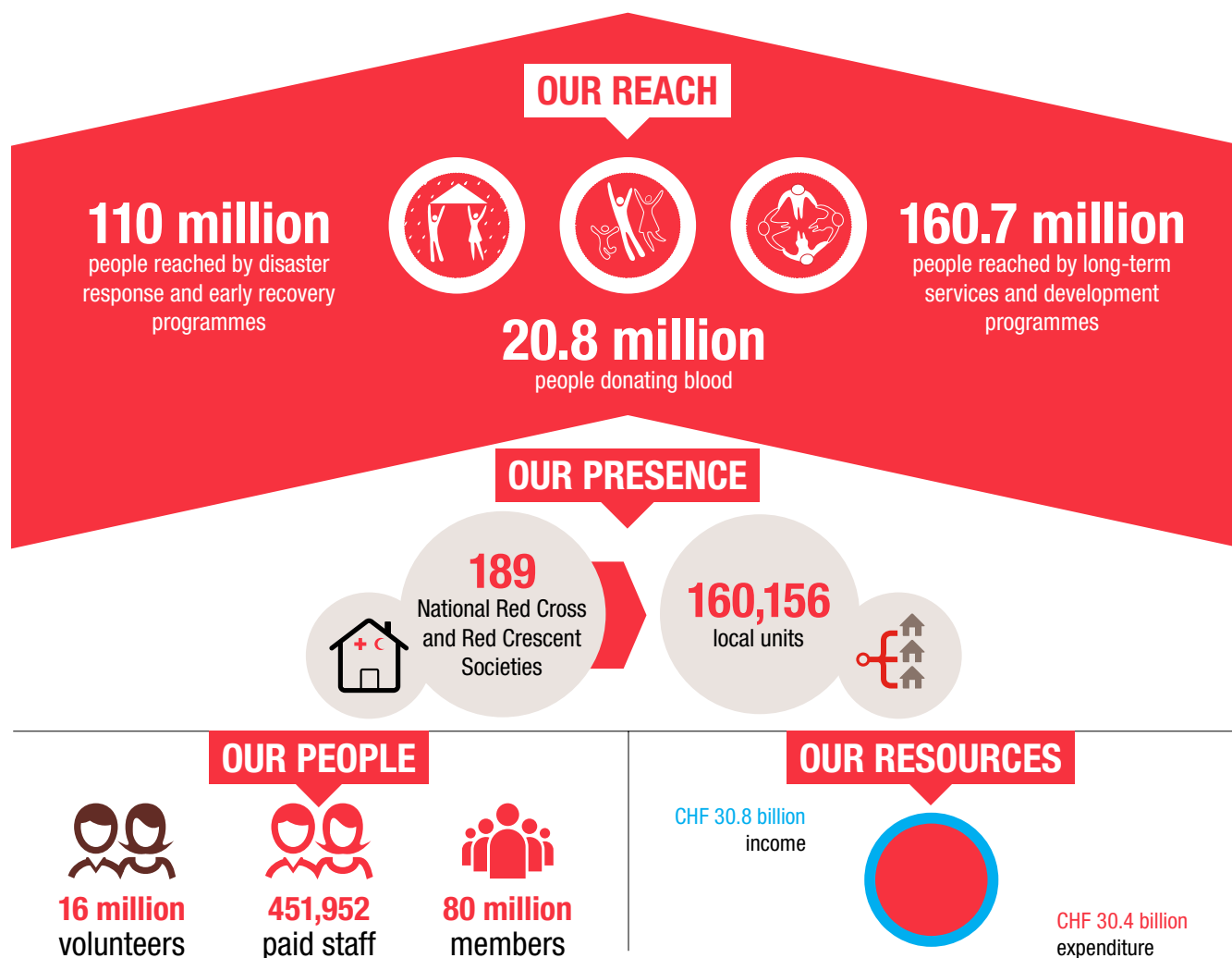
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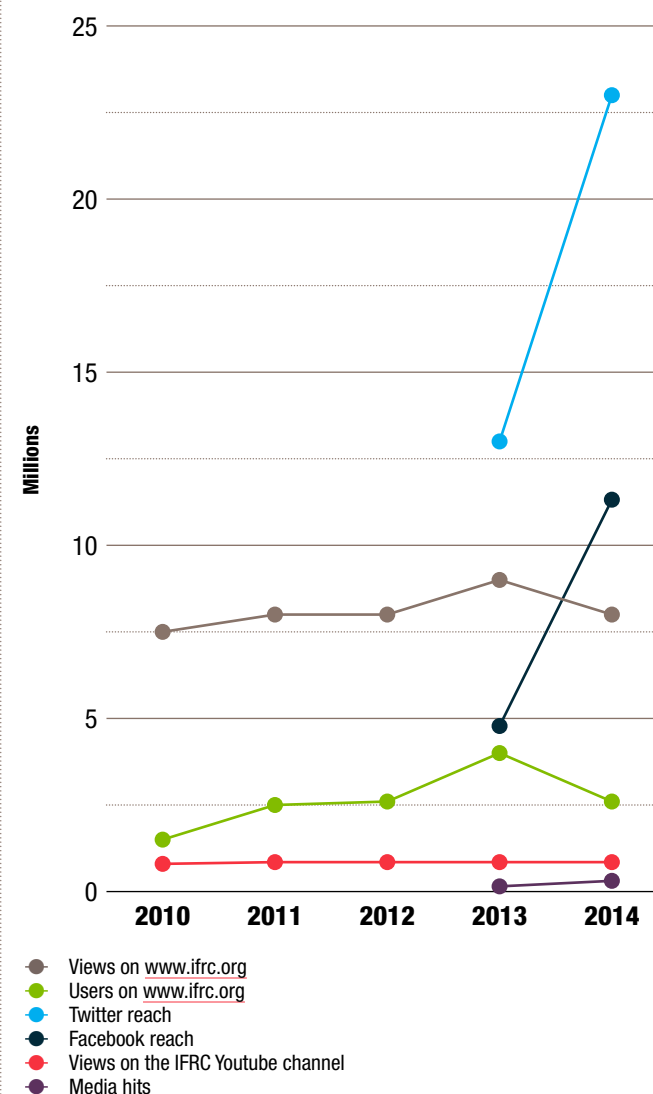


## The International Federation of Red Cross and Red Crescent Societies at a glance (2013 data from 189 National Societies)



Source: IFRC. Everyone Counts – Progress 2015 report, 2015.  
Available online: [www.ifrc.org/data](http://www.ifrc.org/data)

## Reaching out through traditional and digital media (2010–2014 data)



Source: IFRC. Everyone Counts – Progress 2015 report, 2015.





Winnie Romeril/American Red Cross

February 12, 2014. Baras, Palo, Leyte, Philippines. A Red Cross disaster specialist gets an overview of the relief supply distribution in Baras, Palo, Leyte, where more than 1,000 families received household items to help them recover from Typhoon Haiyan, which made landfall in the Philippines in November 2013. Global Red Cross teams – including 46 people from the American Red Cross were deployed to the island nation.

# YEAR IN REVIEW 2014

## January

- **Land Rover**, a partner since 1954, extended its global partnership with IFRC for an additional five years with a grant of £15 million. The initiative, Reaching Vulnerable People Around the World, started in 2010 and is expanding to support more humanitarian programmes in countries including Austria, Ireland, Italy, Netherlands, Portugal, Spain and South Sudan. Land Rover aims to help reach thousands of additional beneficiaries by 2018. Between 2007 and 2013, Land Rover provided more than 6.4 million UK pounds worth of support, reaching more than 800,000 vulnerable people.
- IFRC and the **Global Fund** to Fight AIDS, Tuberculosis (TB) and Malaria are working together to provide universal treatment for TB in Niger, a country with one of the worst rates of TB in West Africa. A new grant from Global Fund in the amount of 10 million euro, will provide access for 17 million people to TB diagnosis and treatment services. The grant will also expand and enhance TB services for more than 26,000 vulnerable people in 200 treatment centres by 2015.
- Civil unrest in **Central African Republic** (CAR) commenced on 5 December 2013, when Seleka and Anti-balaka militia groups engaged each

other in armed clashes in Bangui. The violence then spread to the provinces, leading to the displacement of close to 800,000 people within CAR and in neighbouring countries. The Central African Republic Red Cross, with assistance from the IFRC, provided affected families with emergency health, psychosocial support, water, hygiene and sanitation, and advocacy for peace through diverse communication channels, among other sectors.

## February

- The **Second Conference on the Humanitarian Impact of Nuclear Weapons** took place in Nayarit, Mexico, where the Movement called upon States to prohibit and eliminate nuclear weapons. The Movement had renewed its commitment through a four-year action plan, to expand contacts with Governments, decision makers and others on the humanitarian and legal issues associated with nuclear weapons, at its Statutory Meetings in November 2013.

## March

- 21 March marked the start of the **Ebola epidemic** in West Africa. The Government of Guinea declared the first outbreak of Ebola in the country in the areas of Guéckédou, Kissidougou and Macenta. At the beginning of the outbreak, there was a 69 per cent fatality rate. Six cases were confirmed, 86 cases were suspected, and 60 fatalities were documented. Red Cross volunteers across the country first focused on informing communities about the disease, tried to reduce

fear and stigma, and informed community members about how to prevent transmission.

- IFRC and the **Joint United Nations Programme on HIV/AIDS** (UNAIDS) signed a Memorandum of Understanding for the implementation of UNAIDS' Treatment 2015 initiative. This initiative will include the development of a community model for ensuring access to HIV treatment.
- At the **Dubai International Humanitarian Aid & Development (DIHAD)** conference, which took place from 25-27 March, the IFRC Global Logistics Service showcased their global capacity and services including their core work of supporting the IFRC's 189 National Societies, as well as their services on a non-profit basis to others with shared humanitarian goals. The largest of the IFRC's Global Logistic Service hubs is hosted at the International Humanitarian City of Dubai.
- March marked three years since the beginning of the conflict in **Syria**. As of March 2014, more than nine million Syrians were in need of urgent assistance, including 6.5 million people displaced inside their own country, struggling to survive amid the fighting. Approximately 2.4 million people have fled Syria since January 2012, seeking refuge in Lebanon, Jordan, Turkey, Iraq and Egypt. The Syrian Arab Red Crescent has been the primary provider of humanitarian services throughout the crisis, reaching more than three million beneficiaries each month.
- Heavy rains affected north-eastern parts of **South Africa** at the beginning of March, causing



extensive flooding and landslides. As a result, 7,000 people were affected, including 3,525 people who were displaced. To meet the immediate needs of 3,525 beneficiaries in the worst-hit municipality of Lephalale, the South Africa Red Cross Society provided food, shelter, health and care to people in need, and supported safe water, sanitation, and hygiene promotion.

## April

- In late March and in the month of April, IFRC launched six Disaster Relief Emergency Fund (DREF) operations and two Emergency Appeals in Liberia and Guinea to support the operations responding to the fast-spreading outbreak of **Ebola** virus disease in West Africa. Guinea and Liberia, with cases registered since February and March, were the most affected countries at the beginning of the outbreak.



Brisbane anaesthetist Dr Jenny Stedmon joined the fight against Ebola, working at the Red Cross treatment centre in Sierra Leone.

- The **First High-level Meeting of the Global Partnership for Effective Development Co-operation** took place in Mexico City, where IFRC delegates warned that development can be impeded by a lack of community engagement, poor access to information, gaps in funding, and weaknesses in the implementation of existing laws and regulations. The IFRC called for better collaboration between local and national authorities and local organisations such as National Red Cross and Red Crescent Societies, which are in a unique position to act because of their status as auxiliary to Government.

## May

- May marked six months since **Typhoon Haiyan**, one of the most powerful typhoons ever recorded, struck Central Philippines. It made landfall in Guiuan, Eastern Samar, then cut across Visayas, the islands of Leyte, Cebu, Bantayan, Panay, and northern Palawan. The storm killed more than 6,200 people, injured more than 28,000, and damaging or partially damaging more than 1 million houses.
- On 8 May 2014, the IFRC secretariat launched the My Story campaign for **World Red Cross Red Crescent Day**, encouraging volunteers, staff, leaders, community members and more, to share their Red Cross and Red Crescent stories.

## June

- At the **Doha Dialogue** event, hosted by the Qatar Red Crescent and the IFRC secretariat, Movement

partners, international NGOs, Governments and civil society representatives discussed and addressed the challenges of labour migration and expatriate workers, including how to support expatriate workers and tackle related humanitarian challenges.

- At the **Asia Ministerial Conference for Disaster Risk Reduction** in Bangkok, the IFRC called for greater commitments towards preventing and reducing the impacts of disasters on vulnerable communities. The IFRC encouraged Governments and key stakeholders to increase their engagement with at-risk communities, local leaders and civil society to reduce risks and strengthen resilience, and to mainstream disaster risk reduction into development planning.
- In response to the crisis in **Ukraine**, the Ukrainian Red Cross Society mobilised 300 volunteers and staff who provided emergency medical assistance and other assistance to more than 1,500 people affected by the crisis. The Ukrainian Red Cross was supported by its partners within the Movement including the Russian Red Cross, which accepted cash donations in the Russian Federation to support humanitarian work in Ukraine and transferred the funds to the Ukrainian Red Cross.

## July/August

- On 19 August, the international community marked **World Humanitarian Day**, recognising aid workers who lost their lives while serving others. The day also celebrates humanity and the people

## EBOLA: PROVIDING LONG-TERM SUPPORT

Six months following the outbreak of **Ebola** in West Africa, Elhadj As Sy, the Secretary General of IFRC, addressed the UN's General Assembly in New York, emphasising the need to provide long-term support to Governments, communities and organisations on the front line responding to the outbreak.

The UN Security Council had recently adopted a resolution calling for countries to provide urgent assistance, including the deployment of medical facilities and staff, as part of an expanded response. It also recognised the work of Médecins Sans Frontières and the IFRC, which both provided early, life-saving support in affected countries.

Six months into the operation, the National Red Cross Societies of the affected countries of Guinea, Liberia and Sierra Leone had significantly scaled up their operations. Interventions focused on working with communities in both affected and non-affected areas, to ensure people understood how to protect themselves from Ebola.

Volunteers and staff of the National Societies of Guinea, Liberia and Sierra Leone have dedicated themselves to the operations since the start of the outbreak. Since March 2014, the IFRC scaled up its response by sending more than 200 international delegates to support the operations and expanded its response and preparedness activities across 14 countries with programmes totalling 34.7 million Swiss francs to reach more than 38 million people.



In August, the IFRC launched an Emergency Appeal seeking to strengthen and scale up operations support, coordination, communication, capacity building and preparedness for at-risk countries in the region and to prepare for the potential spread of the outbreak to other countries in Africa and beyond. The IFRC Africa Ebola Management Unit, based in Guinea, supplements and coordinates the Emergency Appeal operations for Ebola response for Guinea, Liberia, Sierra Leone, and Nigeria. Strategies were launched and tailored to individual countries, based on five pillars: Beneficiary Communication and Social Mobilisation; Contact Tracing and Surveillance; Psychosocial Support and Safe and Dignified Burials and Disinfection.

who work, even in dangerous conditions, to help others in need. In 2014, the IFRC and its member National Red Cross and Red Crescent Societies remembered volunteers and staff who died in the course of their humanitarian duties, especially in Syria, where more than 45 Syrian Arab Red Crescent workers have been killed since the conflict started.

### September

- For **World First Aid Day**, the IFRC called on communities worldwide to learn life-saving skills to help them better respond to everyday crises, disasters or conflicts. In the event of an emergency, 90 per cent of lives are saved by local people, as bystanders are often the first to act before a professional arrives. The IFRC has been the world's leading first aid trainer and provider for more than 100 years.
- The IFRC announced a **Climate Information to Climate Action** initiative combining its own efforts with those of Government and multilateral partners "to strengthen the use of climate information at all levels". The announcement was made by IFRC Secretary General Elhadj As Sy at the UN Climate Summit in New York. The IFRC welcomed the commitment for climate information to become a public good for use in agriculture and food security, water, health, and disaster risk reduction by 2017, and across all climate-sensitive sectors by 2021 in line with the Global Framework for Climate Services.

## October

- **Rights of Migrants in Action**, a 42-month project co-funded with the European Union, was launched by the IFRC. With 10.5 million euro support from the EU, the project seeks to promote and protect the rights of migrants, especially migrant domestic workers and victims of human trafficking. This initiative will foster a coordinated approach of civil society organisations toward the protection of the rights of migrants, to enhance migrants' access to social services notably through small scale projects, and to build and strengthen the capacities of civil society organisations to advocate for the rights of migrants.
- The **2014 World Disasters Report** focused on different aspects of how culture affects disaster risk reduction, and how disasters and risk influence culture. The report suggests that the Red Cross and Red Crescent will have less sustained impact if we do not adequately take account of people's cultures, beliefs and attitudes in relation to risk, and aims to bring these complex issues into the open for discussion so that they can be incorporated successfully into disaster risk reduction work.
- On **World Food Day**, the IFRC called for urgent funding to support food supplies for those affected by violence in Syria. The IFRC aimed to supply 50,000 parcels per month to Syria – enough to feed 250,000 people – but a lack of funding led to a drop in supplies. Many food parcels go to hard-to-reach areas through community volunteers from the Syrian Arab Red Crescent.

## 2014 WORLD DISASTERS REPORT

During the launch of the 2014 World Disaster Report – which examined the impact of culture on effective disaster response – Red Cross staff and volunteers were experiencing, first hand, the need to take culture into account in order to tackle the Ebola outbreak in West Africa.

As the disease spread in Guinea, Liberia, and Sierra Leone, communities knew little about the disease and its mode of transmission. Rumours, misconceptions, and lack of understanding about the disease and cultural factors, including religious practices and beliefs, resulted in an increased number of cases. The public did not understand how Ebola was transmitted and many refused to believe Ebola existed at all.

Cultural practices, such as rituals involving the washing, dressing and hugging of the deceased before burial, allowed Ebola to spread, as did local beliefs that the disease was spread by witchcraft. According to Terry Cannon in the 2014 World Disaster Report, "...if beliefs and responses are not taken into account, people's willingness to support other forms of disaster preparedness is likely to be constrained."

According to Cannon, "...organisations often assume that people want to take action about serious hazards, using the same logic that they use. The organisations consider themselves to be rational and scientific in their outlook and that it is clearly everyone's priority to minimise those risks. But it is much more complex than this and, although most disaster risk reduction organisations will admit to this complexity, it is not always apparent that they do much about it in practice."

However, the Red Cross saved countless lives during the Ebola outbreak by listening to communities' concerns, understanding their cultural practices and beliefs, and educating them on how to keep safe from the disease. By working with the Red Cross, communities learned about the disease and how it was spread, and they changed their behaviour with the support of local Red Cross volunteers.

Community engagement, social mobilisation and two-way beneficiary communication allowed the Red Cross to become a partner of the community members. According to Daniel James of the Sierra Leone Red Cross, this is how to achieve best practice while taking culture into account.





## November

- Seventy-nine National Red Cross and Red Crescent Societies and the IFRC secretariat, joined by representatives from international organisations and the private sector, gathered at the Fourth Community Resilience Forum in Cali, Colombia, committed to strengthening community resilience. After four days of deliberations on three resilience themes – scaling up, improved financing, and communication and advocacy – the IFRC called for the creation of the One Billion Coalition for Resilience with the goal of taking active steps towards enhancing community resilience, together with one billion people, by 2025.

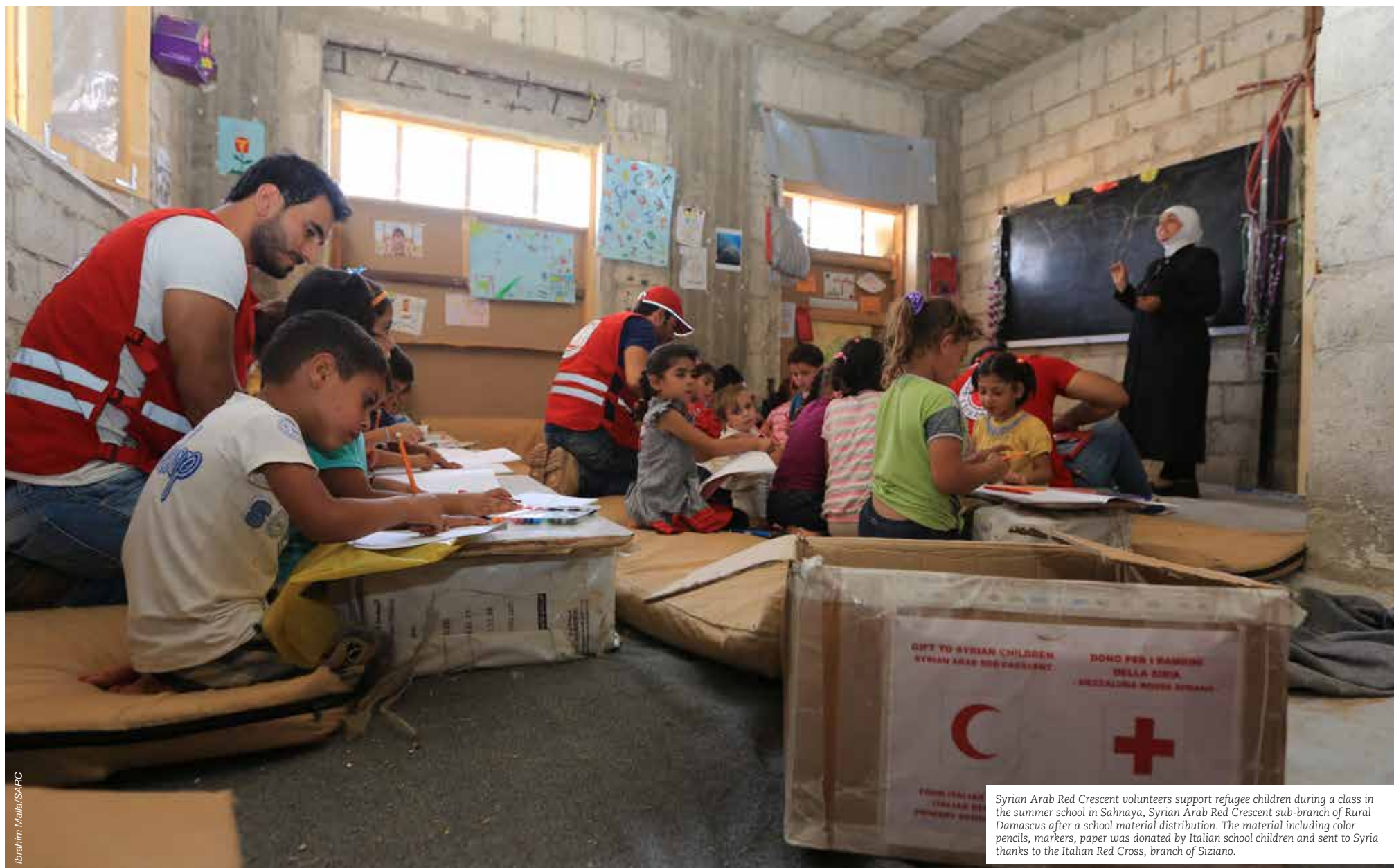
National Societies committed to fostering coalition partnerships at local, national, and global levels; using their auxiliary status to push resilience to the forefront of domestic development agendas, and to advocating for the prioritisation of community resilience in global policy dialogues.

## December

- Secretary General Elhadj As Sy signed a Memorandum of Understanding between the Red Crescent Society of the **Islamic Republic of Iran** and the environment department of the Government of the Islamic Republic of Iran, allowing for increased cooperation and collaboration in protection of the environment as a key aspect in addressing disaster management in urban settings.

- **Typhoon Hagupit** made landfall in the Philippines' Eastern Samar province with maximum sustained winds of up to 160kph and gusts of up to 195kph. On 13 December 2014, the IFRC secretariat allocated more than 250,000 Swiss francs from DREF to support the Philippine Red Cross in responding to the emergency and relief needs of people affected by the typhoon. Up to 52,000 individuals sheltered in evacuation centres were served hot meals while approximately 24,300 affected households were provided with food rations. The National Society distributed blankets to more than 14,000 households, jerry cans to some 4,500 households, hygiene kits to more than 9,000 households, mosquito nets to more than 11,000 households, sleeping mats to some 13,000 households and tarpaulins to some 7,400 households.
- On 26 December 2014, it was the ten year anniversary of a massive earthquake that struck off the coast of **Indonesia**, creating a tsunami that killed more than 226,000 people across 14 countries. The tragedy inspired huge public support and 3.1 billion Swiss francs in donations were received by the IFRC, signalling the start of what would be the biggest single relief and recovery operation in its history. The operation was mainly focused in Indonesia, Sri Lanka, Maldives and Thailand, providing humanitarian assistance to more than 4.3 million people.
- As of 31 December 2014, a total of 20,206 confirmed, probable and suspected cases of **Ebola** had been reported in five affected countries (Guinea, Liberia, Mali, Sierra Leone and the

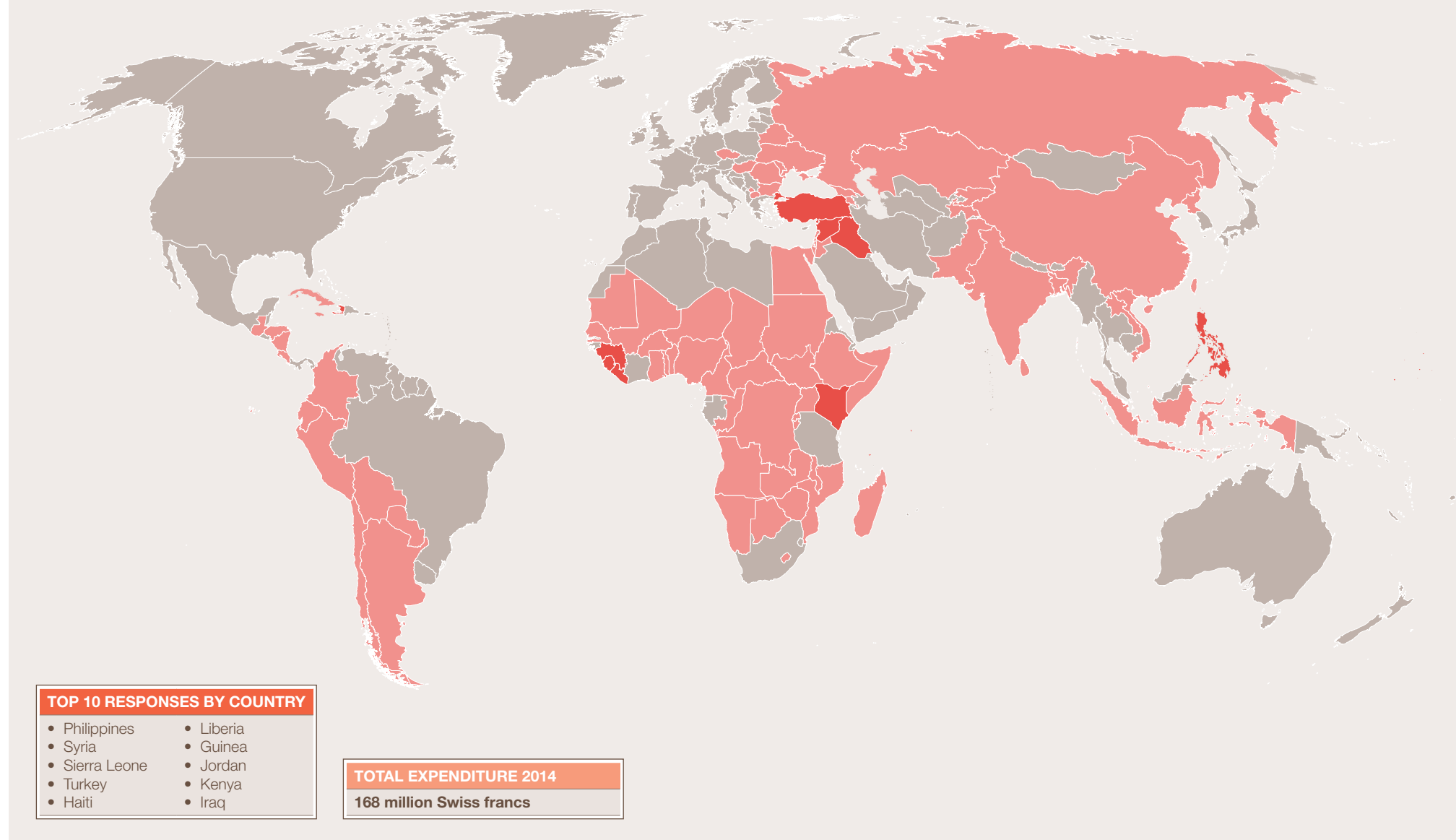
United Kingdom of Great Britain and Northern Ireland) and four previously affected countries (Nigeria, Senegal, Spain and the United States of America). One confirmed case was reported on 29 December in the United Kingdom. A total of 7,905 deaths had been reported as of the end of the year.



Ibrahim Malla/ISARC

Syrian Arab Red Crescent volunteers support refugee children during a class in the summer school in Sahnaya, Syrian Arab Red Crescent sub-branch of Rural Damascus after a school material distribution. The material including color pencils, markers, paper was donated by Italian school children and sent to Syria thanks to the Italian Red Cross, branch of Siziano.

## Humanitarian response (emergency appeals and DREF operations) in 2014, by country



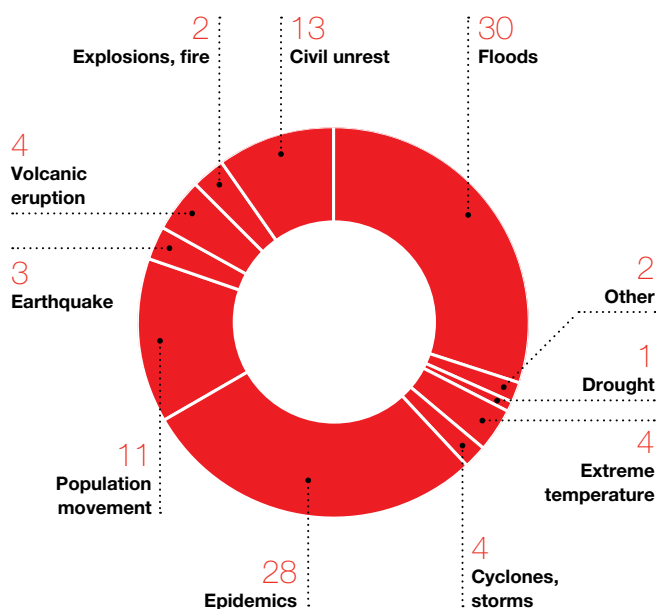


## Emergency appeal and DREF operations

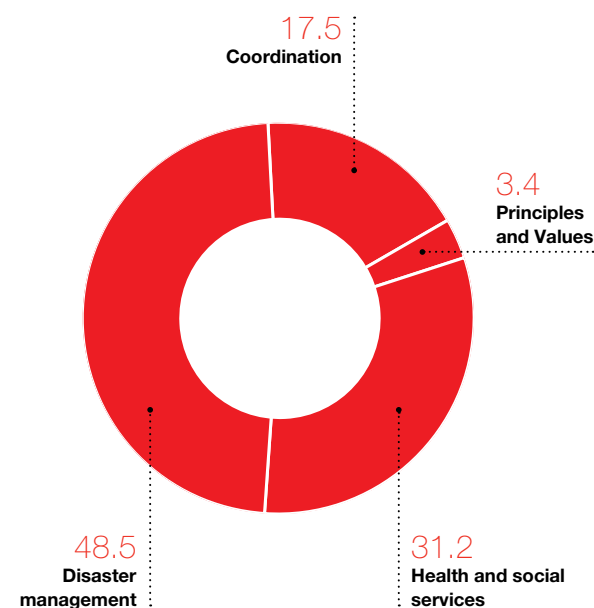
Every year, small and medium sized disasters often occur in silence, without the attention of the mainstream media. Without visibility or attention beyond the local region in which they occur, these silent disasters often do not receive the influx of financial support that can follow large-scale emergencies or disasters. To support these smaller emergencies or disasters, or to provide initial funding before Emergency Appeals are launched for large-scale disasters, the IFRC secretariat allocates grants from its Disaster Relief Emergency Fund (DREF) to National Societies to support their operations.

In 2014, 113 DREF allocations totalling 19,160,288 Swiss francs were provided for 102 operations. The majority of DREF allocations were made to support National Societies in Africa. The operations supported by the fund were mostly in response to epidemics, floods, and conflict.

### DREF – Types and number of operations (2014 data)



### Long-term development expenditure by programme sector (in millions CHF)



# PROTRACTED CRISES AND DONOR SUPPORT

It is widely accepted that, over the coming decades, the number of people in need of assistance after a natural disaster or human-made crisis will continue to grow and will challenge the capabilities of humanitarian organisations. The conventional drivers of crisis – such as state fragility, inter- and intra-state conflict, and natural disasters – still exist, and are interacting with new influences including climate change, global economic crises, and migration.

In 2014, the world struggled to respond to an increasing number of complex humanitarian challenges. These protracted crises include ongoing conflicts in Syria and Iraq; long-term refugee situations such as in East Africa, and population movement and migration fuelled by persistent civil unrest and economic crisis as was observed across the Mediterranean and Andaman Seas in 2014.

Protracted crises are also a result of chronic vulnerability and recurrent disasters resulting from the long-term effects of climate change contributing to greater food insecurity in places like the Sahel. Each disaster or crisis tests a community's capacity to cope and often requires humanitarian organisations, such as the IFRC, to provide assistance. Long-term trends demonstrate an increasing number of disasters and crises and a growing number of people in need of humanitarian assistance. In 2014 alone, there were 6,883 natural disasters worldwide. Additionally, on average, 218 million people have been affected by natural disasters each year over the past decade.

For the IFRC, the challenge lies in addressing both the immediate humanitarian needs resulting from protracted crises, and their underlying causes, such as:

- The lack of global political will and capacity to resolve ongoing conflicts in many countries, particularly in the Middle East (Iraq, Syria, Yemen) and Africa (Central African Republic, South Sudan, Nigeria), which have left many countries scarred by years of fighting and a related lack of recovery or investment.
- Population movement from conflict, persecution or socio-economic deprivation, have caused millions of people to seek refuge in neighbouring countries or beyond.<sup>[1]</sup> In 2014, more than 19 million people

were displaced, continuing a trend that has been growing since the 1970s.

- The changing seasonality and severity of climate-related events (mainly floods and storms) and the lack of sufficient work to understand, mitigate or prepare for such events, pushed the numbers of people affected higher each year.
- Population growth and urbanisation is placing demands on our environment and its ability to sustain our needs. Recurrent droughts and floods continue to affect certain parts of the world. In the Sahel, one in eight people (20 million) became food insecure in 2014, with more than 2.5 million people requiring life-saving food assistance – a dramatic increase on 2013.<sup>[2]</sup>

While the resources available from donors to assist people in need are increasing globally, the increases in funding are not keeping up with the increasing demands and there is a growing gap between needs and the resources available to meet those needs. In 2014, IFRC Emergency Appeals sought a total of 230,775,129 Swiss francs to meet urgent humanitarian needs. However only 123,761,888 Swiss francs were contributed – amounting to 53.63 per cent of the sum required. Across the sector, the picture is similar, with the humanitarian funding available in 2014 only sufficient to cover 62 per cent<sup>[3]</sup> of funds requested by agencies.

In 2014, some 66 per cent of donor funding went to long-term crises, such as those in Syria, Somalia and Pakistan.<sup>[4]</sup> However, despite that, many donors still have restrictions around the disbursement of humanitarian aid in relation to protracted crises for a number of reasons. There are limitations for some donors in terms of time constraints or budget lines that cannot be covered from humanitarian funding channels, but many of these crises are also not eligible for development resources, leaving channels closed or beyond the reach of many National Societies. At the same time donors are experiencing competing demands from multiple crises, risking exhausting finite funding pools and leaving increased needs unmet.

The IFRC and its National Societies are responding to many of these protracted crises and, in many instances, National Societies have gained capacity and built local donor support to help respond to such situations. This is in line with findings in the Global Humanitarian Assistance report, which notes that “building domestic response and capacities... play an important role in best meeting needs and reducing the need for international finance”.<sup>[5]</sup>

However, many other National Societies are still dependent on external donor funding to prepare for and respond to such crises, either through the IFRC’s Emergency Appeal system or through bilateral contributions from partners, both within and outside the Movement. Sustaining the necessary support to vulnerable communities over a multi-year period is challenging – especially where public and donor interest diminishes (Syria crisis, Ebola response); or where there is little public or donor

interest in the first place (Central African Republic, South Sudan). Many recurrent or protracted crises become silent or forgotten disasters with little resources available for life-saving relief action. Understandably, donors and the public are often seeking longer-term solutions and are reluctant to keep funding re-occurring relief needs.

It is challenging for National Societies to plan with such unpredictable funding – either to sustain a long-term emergency response or to mitigate or prepare for a slow onset or re-occurring crisis. There are also limits to the IFRC’s current funding models, both in terms of the Emergency Appeal, which was designed for sudden disasters and is less effective for longer-term or slow-onset situations.

Despite these challenges, the IFRC has had some success in addressing protracted crises through:

- Advocating for, and working to, bring about greater investment in mitigation and preparedness to ensure there is access to funds to support preparedness for slow-onset crises or ongoing support for longer-term, protracted crisis response;
- Setting up multi-year plans for protracted crises that show a clear strategy and milestones that build donor confidence and interest and encourage long-term donor support;
- Looking into funding plans and vehicles beyond the Emergency Appeal to provide a platform for donors to channel funding that goes beyond the first emergency phase and facilitates access to other funding lines or methods of support for longer-term operations; and
- Setting up and supporting targeted advocacy around support for slow-onset, forgotten or

protracted crises. IFRC also engages with donors around the challenges and solutions of longer-term funding for such crises and ensuring that the IFRC and its members are well positioned to receive funding, and deliver effective assistance through their unique local access and cost effectiveness.

National Societies, supported by the IFRC secretariat, have a key role to play in protracted crises by addressing both the immediate and longer-term humanitarian needs and advocating for and influencing partners and Governments to tackle the underlying causes.



A young Syrian boy carries an empty cardboard box that once contained humanitarian aid delivered to his family in a temporary shelter near Damascus.

[1] UNSG Annual Report for 2014

[2] UNSG Annual Report for 2014

[3] GHA Global Humanitarian Assistance Report 2015, Pg. 19

[4] GHA 2015 report – IHA in 2014 reached 24.5 billion US dollars and 2013’s largest donors gave more in 2014. The UN Financial Tracking Service (UNSG report) saw an eightfold increase between 2012 and 2013 and a 33 per cent rise in 2014

[5] GHA 2015 report headlines



# BUILDING THE CAPACITY OF NATIONAL SOCIETIES



As part of its ongoing recovery efforts, the Papua New Guinea Red Cross is investing in building the capacity of its volunteer force, to ensure they are ready to respond should disaster strike again. Training on hygiene promotion, emergency response and gender based violence awareness has all taken place, enhancing the skills of the volunteers and improving the support they can provide storm affected communities. The International Federation of Red Cross and Red Crescent Societies in collaboration with the ICRC and the Australian Red Cross have supported the Papua New Guinea Red Cross relief and recovery operation by providing hundreds of relief items such as water containers, mosquito nets, tarpaulins, blankets and kitchen sets.

## Youth action and volunteering development

The IFRC Global Volunteering Forum, *The Difference*, was held in Bangkok in December 2014, bringing together 200 participants from 80 countries to share knowledge, learn from each other, and to inspire each other to make a difference throughout the world. As a result of the forum, participants formulated a declaration outlining 70 initiatives to pursue with a goal of increased effectiveness and sustainability in volunteering. Following the forum, 12 participants will work to ensure that National Societies are supported in their efforts to fulfil these commitments. At the close of the conference, participants indicated that their knowledge on volunteering had improved and their peer networks were strengthened.

## Building resource mobilisation capacity in National Societies

The Federation-wide Resource Mobilisation Strategy supports the development of National Societies' capacity in resource mobilisation, including through a series of regional and global networks that facilitate fundraising, learning and sharing.

In Asia Pacific region, the Asia Pacific Fundraisers network created opportunities for peer-to-peer support. There was particular success in the Fiji Red Cross; working with the Australian Red Cross and fundraisers from other National Societies, the team developed a fundraising strategy, which was endorsed by the National Society's board of trustees in late 2014. Similar initiatives started throughout other regions, including the first

Russian-language fundraising meeting, which took place in 2014.

## Organisational Capacity Assessment and Certification

National Societies assess their capacities through the Organisational Capacity Assessment and Certification (OCAC) process. The overall OCAC methodology was approved by the IFRC Governing Board at its May 2014 meeting. The OCAC capacity self-assessment (Phase I) has now been piloted in 70 National Societies.

OCAC relies on a systematised self-assessment of 85 attributes that are rated on a five-step scale with a minimum standard required for certification. The assessment allows National Societies to gain a better understanding of the how they work as a whole, and initiates a dialogue between different components of the Society, and has also led to concrete follow-up actions and development plans focused on self-identified deficits.

In 2014, 20 National Societies conducted an OCAC (Phase I) capacity self-assessment. Two National Societies – the Macedonian Red Cross and the Georgia Red Cross Society – met the standards of Phase II in 2014, and were put forward for certification by the Governing Board.

In 2014, attributes where National Societies rated themselves the highest included autonomy, financial management, governance capacity, external communications and logistics. The most common areas of improvement sought by National Societies related to security and risk management,

resource mobilisation, and human resources including volunteer management.

OCAC is a strong tool for National Societies to assess their strengths and weaknesses. Over the past four years, OCAC has revealed some of the critical issues that more than 70 National Societies struggle with today, and this information will allow the IFRC Governing Board to regularly assess the health of National Societies.

## Learning Platform

The Learning Platform is an online learning community delivering Red Cross and Red Crescent professional learning opportunities, as well as other personal learning. In 2014, the Learning Platform was awarded the Cornerstone OnDemand's Client Excellence Award for Learning Strategy Innovation. The IFRC was selected for this honour from among 1,700 of Cornerstone OnDemand's clients, which include Western Union, British Petroleum, Virgin, the Commonwealth Bank and United Nations agencies. The award recognised the efforts made by the IFRC to ensure the Learning Platform adds value to National Society operations in innovative ways.

The Learning Platform contributes to fostering the competencies of volunteers and staff by providing more than 125 learning, education and training opportunities in 13 languages. In 2014, there were a total of 222,572 course registrations with the most registrations occurring in the Americas and in Europe. In total, there were 109,930 course completions for a value of more than 13 million Swiss francs.



The overall user experience was rated as positive, with learners giving an average score of 4.3 (out of 5), and rating the applicability of the skills and knowledge derived from courses taken with an average score of 4.4. With more than 3,000 new youth, volunteers and staff registering for the platform every month, and a total of more than 10,000 new course registrations per month, the platform proves to be a powerful and useful learning tool for volunteers and staff.

### Federation-wide Databank and Reporting System

The Federation-wide Databank and Reporting System (FDRS) was created following a decision by the IFRC General Assembly in 2009. Designed around key proxy indicators guided by *Strategy 2020*, FDRS captures annual reporting by all 189 National Societies, and serves the following objectives:

- Promote greater self and partner awareness of the capacities, services, and potential of National Societies, to boost their self-development and external profile.
- Facilitate monitoring and reporting of performance in a consistent and transparent manner, thereby enabling individual National Societies and the IFRC secretariat to promote transparency, accountability, and positioning for greater influence and growth.

For the reporting year 2013, all National Societies provided data through FDRS on at least one or more key proxy indicators and 149 (nearly 80 per cent of the IFRC membership) reported on all seven key proxy indicators: this is a 22 per cent increase in coverage from the previous reporting year (2012).

Many National Societies also provided data on supporting indicators, which give a more detailed breakdown by gender and type of service provided. FDRS also received strategic plans from 152 National Societies updated in line with *Strategy 2020*; 120 National Societies uploaded their annual reports, and 133 provided financial statements, 88 of which had been audited.

*Everyone Counts* is a series of annual publications produced by the IFRC under the framework of the FDRS, and presents data and analysis on the IFRC network. *Everyone Counts* is available to download from [www.ifrc.org/data](http://www.ifrc.org/data) in Arabic, English, French, and Spanish.

### Global Volunteering Forum

The Global Review on Volunteering, the OCAC process and numerous meetings and other consultation processes have revealed significant challenges facing National Red Cross and Red Crescent Societies in both growing and diversifying their volunteer base, and in deepening the quality of their engagement. There is an urgent need for serious reflection on the future of volunteerism in our Movement that is beyond the approaches we have previously taken.

The IFRC and the Thai Red Cross Society organised the Global Volunteering Forum 2014 to challenge the paradigms about volunteering and explore new approaches and avenues to remain relevant to volunteers in today's context and the future.

The forum:

- Provided a space for participants to share experiences, learn from each other and to think collaboratively about innovation and solutions to challenges;
- Supported participants to build connections across the globe that can serve as networks for peer support, coaching and collaboration beyond the event;
- Developed strategies that can be implemented to strengthen volunteering; reflecting on and addressing the real issues underpinning our challenges; and
- Provided a platform for the broader Movement learning strategy on volunteerism.

### Global Communication Forum

The Global Communications Forum was held in Nairobi, Kenya from 27-28 October. Sixty-four National Red Cross and Red Crescent Societies were represented, along with the IFRC secretariat and ICRC. Participants aimed to agree on a common set of deliverables and basic workflow involving Movement components during disasters and crises; to develop more strategic local, regional and global communication, marketing and advocacy activities; to foster engagement in global initiatives; and to progress the Movement-wide branding initiative and related communication challenges as outlined in two resolutions of the 2013 Council of Delegates.

The participants also called on the leaders of the Movement to commit to providing the coordinated leadership essential for coordinated communication; to strengthen the communication and fundraising capacities of National Societies; to provide increased



capacity in communications activities during emergencies; and to embrace communication as a core organisational responsibility. Focusing on these commitments will enable the Movement's components to expand their reach and realise their visions and missions, individually and collectively.

### Red Cross and Red Crescent global donation platform

Since 2011, the IFRC has been working with ammodo, a global online donation platform, which enables online giving during large-scale emergencies. Increasingly, corporations and their employees want to be personally involved in humanitarian efforts, and the ammodo platform enables them to donate to their country's National Society through their company's global appeal. Using ammodo, the IFRC secretariat and National Societies are able to track, in real-time, how much is raised globally by companies and their employees. The list of companies supporting the National Cross and Red Crescent Societies through ammodo is growing steadily.

The ammodo platform does not replace National Societies' individual online donation setups; however, for National Societies without such a platform, ammodo provides a well-functioning and user-friendly online donation facility that can be embedded on their web site's homepage.

By the end of 2014, 50 National Societies were registered on the platform. Twelve companies ran global employee giving campaigns in 2014 in support of the Ebola response, benefitting 16 National Societies and the IFRC.

### Branding

As the world's largest humanitarian network, it is increasingly important to strengthen the collective ability of National Red Cross and Red Crescent Societies and the IFRC secretariat to maximise fundraising at the national and global level. The public is now accustomed to contributing to causes online and across multiple digital platforms. Given this trend, and in response to multiple opportunities to fundraise online, the Governing Board officially adopted the IFRC digital logo as an additional logo to represent the IFRC in digital environments in May 2014.

This decision took place following a testing phase that showed the importance of having a visual representation that fits well with channels and devices such as mobile phones. It also offered an agreeable option for partners who cannot accommodate logos from all 189 National Societies.

More comprehensive guidelines were prepared in 2014 for distribution in 2015 to clarify how and when this digital logo can be used as a common digital representation for international meetings or global initiatives. A Standard Operating Procedure document was started in 2014 for global fundraising campaigns, outlining that a National Society's logo should be systematically prioritised, and the digital logo can be used as a secondary option, with full knowledge and approval from the National Societies.

Discussions on a Movement logo are also ongoing as part of the Movement Branding Initiative. If agreeable, the Movement logo would apply in

situations where the ICRC is involved in responding to a crisis or when the whole Movement is included in a campaign by a partner. Further consultation of National Societies on Movement branding issues, including the Movement logo, began in 2014 and will continue through to the Council of Delegates in December 2015 when a Movement Branding Initiative Resolution will be considered.

### Strengthening Movement Coordination and Cooperation

In 2014, the IFRC and the ICRC embarked on an inclusive consultation process with National Societies as a follow up to the Sydney 2013 Council of Delegates resolution on Strengthening Movement Coordination and Cooperation (SMCC). The process aims to improve the way the Movement operates collectively in large scale operations in order to achieve better humanitarian outcomes.

As part of this process, regional consultations were held with National Societies across the Movement, with the first three held in Europe in autumn 2014. Furthermore, a National Society Reference Group, composed of 26 National Societies, had its first meeting in October 2014. The meeting resulted in an outcome note, which was shared with the entire Movement, together with a letter from the IFRC Secretary General and ICRC Director General.

The SMCC thematic workstreams were also established during 2014, facilitated by the IFRC and ICRC focal points. The workstreams are:

- 1) Strengthening leadership and coordination roles
- 2) Scaling up the Movement's operational preparedness, response and recovery work

- through better coordinated and aligned operational plans, tools and mechanisms
- 3) Promoting coherent and well-coordinated internal and external communications
  - 4) Exploring new Movement-wide resource mobilisation approaches for large-scale international response operations.

Members of each workstream prepared concept papers and reflected on operational realities in their respective thematic fields. Overall in 2014, more than 70 National Societies engaged in the SMCC process. The consultation will continue in 2015 resulting in a report to the Council of Delegates 2015, reflecting practical recommendations and improvements in operations.

The SMCC initiative and the National Society consultation process coincided with other global Movement and IFRC initiatives, such as the *Movement Branding Initiative*, the *Fundamental Principles initiative* and the *IFRC constitutional review process*. In the second half of 2014, closer links were established with these initiatives, aiming at ensuring coordination through combined regional consultations processes, shared focal points in the IFRC secretariat and discussions at senior management levels.

### A Global Dialogue on Emerging Technology for Emerging Needs

In 2014, the American Red Cross and IFRC launched the Global Dialogue on Emerging Technology for Emerging Needs, to influence the design, use and cost of future technologies based on the realities of disaster survivors. This human-centred innovation

process began by facilitating conversations between technology-makers, local organisations and residents in six disaster-prone cities in Argentina, Ireland, Kenya, South Korea, the United Kingdom and the United States.

In two years, the initiative seeks to:

- identify opportunities for emerging technology to improve how people and communities prepare, react, and recover from shocks and stressors;
- connect civil society, humanitarians, Government officials, researchers, business leaders, technologists, foundations and others in an iterative innovation process;
- establish a pathway to shape emerging technology and the market place in reaction to real people's needs.

In partnership with ten other National Red Cross and Red Crescent Societies and more than 2,000 external collaborators, the Global Dialogue has explored the common barriers to resilience today and the anticipated humanitarian needs five to ten years into the future, by focusing on people's perceptions of technology as solutions to challenges. Participants worked with experts to identify emerging technologies to address these challenges, and designed five demonstration projects in partnership with local residents and experts to inform and improve the future design, use and cost of technologies. The project also focused on supporting greater consumer access to emerging technologies to close the Digital Divide, and assist National Red Cross and Red Crescent Societies in preparing for the integration of new technologies in their operations.



Humanitarians are increasingly using new technology to reach communities affected by disaster or crisis, but the Digital Divide remains an issue. Solar power charging stations such as this one in Liberia help people to access and use technology even in remote locations.

# PARTNERSHIPS

In order to meet the growing demand for support and realise the potential for diverse actors to contribute, the Red Cross and Red Crescent partners with and collaborates with a wide range of like-minded actors – including public authorities, the private sector, academia and other humanitarian organisations – harnessing new models for working together to address barriers to resilience.

To move forward and build strategic partnerships, the IFRC must take stock of our experience and successes and be willing and able to develop new approaches and models. To do this, we want to listen to our partners, and take on board their recommendations and ideas for new and innovative ways of working together. We want to reach out to identify and replicate best practices and innovations. We need to learn from others while building on our strengths and honestly assess our capacity and skills to build effective, multi-sectoral partnerships for resilience.

## Engagement with Governments via Permanent Missions

IFRC representation to Permanent Missions to the United Nations in Geneva and New York plays an important role in influencing Governments on the humanitarian and, to a certain extent, the development agenda in their respective countries. They often recognise and express interest in the unique global reach of the IFRC and its vast

## CORPORATE PARTNERS

### ELI LILLY

Eli Lilly has been partnering with the IFRC since 2004 to support the work of 15 National Societies and the IFRC in relation to multi-drug resistant tuberculosis (MDR-TB).

In 2014, 37 communities were supported with direct advocacy and preventive interventions, and around 70,000 community members were reached by Red Cross and Red Crescent volunteers. Additionally, daily support from trained nurses and community health workers was provided to 770 patients with MDR-TB. Adherence to the treatment regimen is often difficult, and many of the patients need support and direct observation to continue their treatment for as long as necessary. Awareness-raising among families and the general population in order to reduce stigma and discrimination is an important element of each project.

In 2014, programme evaluations have been finalised in six countries – Georgia, Armenia, Kazakhstan, China, Honduras and the Russian Federation. Findings demonstrated the importance of supporting affected communities to control TB, and not just patients, and that each project must be designed based on local needs while at the same time applying internationally recommended strategies and policies.

### ZURICH

The partnership between Zurich and the IFRC is based on sharing skills and expertise, and includes sustained engagement and funding of up to 21 million Swiss francs over five years (2013-2017) for community flood resilience and DREF. Furthermore, Zurich contributes with staff hours for volunteering and secondment programmes.

In 2014 the Mexican Red Cross, with the support of IFRC and Zurich, implemented community preparedness and flood risk reduction activities with 11 communities in Tabasco, Mexico, training and equipping 250 community members for emergency response. The flood resilience programme combines community-based education with mitigation projects that aim to build a community's resilience to flooding. Additionally, the Indonesian Red Cross society Palang Merah Indonesia, with the support of the IFRC secretariat and Zurich, began work in two pilot communities along the Ciliwung River in East Java and Jakarta, creating two community response teams in cooperation with Government agencies.

Zurich's Flood Resilience Programme was a recipient of the United Nations Framework Convention on Climate Change Momentum for Change Lighthouse Activity award 2014.



experience working at the grassroots level with communities.

Historically, IFRC has engaged with the missions on the humanitarian agenda and liaises with designated diplomatic staff. However, in 2014, IFRC initiated a more strategic and systematic outreach to Permanent Missions for more forceful engagement in policy dialogue and promotion of IFRC programmes to build active partnerships that further the Red Cross and Red Crescent's humanitarian objectives.

Our enhanced engagement has involved active participation in consultations related to global agendas, allowing the IFRC to play a critical role in discussions on the 2016 World Humanitarian Summit, the post-2015 Sustainable Development Goals, and the frameworks for disaster risk reduction and aid effectiveness.

### Gulf partnerships

In 2014, the IFRC deepened its relationships and cooperation with Governments and Red Crescent societies from the Gulf to strengthen skill-sharing, coordination, and the humanitarian and development assistance provided by National Red Cross and Red Crescent Societies worldwide.

Since 2011, the Government of the United Arab Emirates has generously hosted the IFRC Global Logistics Service unit in Dubai within the platform of the International Humanitarian City – an annual contribution of half a million Swiss Francs. As an independent free zone authority, the International

Humanitarian City is the world's largest and busiest logistics hub for humanitarian aid, and is a key enabler for effective implementation of the IFRC's logistics and fleet operations.

In 2014 alone, the IFRC Global Logistics Service unit in Dubai responded to operations in more than 50 countries around the world by mobilising and delivering approximately 48 million Swiss francs' worth of aid. The core activities focused on the Ebola and Syria crisis responses. Due to the excellent location of the International Humanitarian City, from which two-thirds of the world's population can be reached within eight hours, the IFRC has been able to deliver assistance in some of the world's worst humanitarian crises. Thanks to pre-positioned disaster response supplies, the IFRC Global Logistics Service delivers support for humanitarian operations quickly and cost-efficiently, ultimately making aid available for more people in need around the globe.

Additional partnership activities throughout 2014 included the following:

- In May, the IFRC signed a Memorandum of Understanding with Al Jazeera Media Network in Doha, Qatar. The MOU will allow the IFRC and Al Jazeera to cooperate to “give a voice to the voiceless” and highlight key humanitarian issues and needs in emergency and development contexts.

### IFRC Donor Advisory Group (DAG)

The annual meeting of the DAG took place in November 2014, and took on a more substantive note

with increased level of engagement of DAG members in the discussions. This was the first DAG meeting to be chaired by IFRC Secretary General Elhadj As Sy.

The current membership of the DAG includes Canada, Japan, Norway, Sweden, the United Kingdom, the United States of America, and the EU. The membership was informed that the Netherlands Government and National Society have reached the target for membership and will be joining the DAG as of January 2015.

Improvements in the management of the DAG have been due to ongoing efforts to engage both National Societies and Governments in strategic dialogue with IFRC more regularly.

Outcomes of the discussion included interests from governments to continue dialogue with IFRC on operational challenges and proposed solutions in line with the discussion. Some of the topics discussed in this context were the IFRC appeal revision, real-time evaluations, volunteer and staff health insurance, the need for an Emergency Operations Centre, Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance, and civil unrest as the new norm. DAG members were also invited to help the IFRC secretariat look at the issue of coordination, and to support the One Billion Coalition for Resilience.

## Funding for Ebola operations 2014

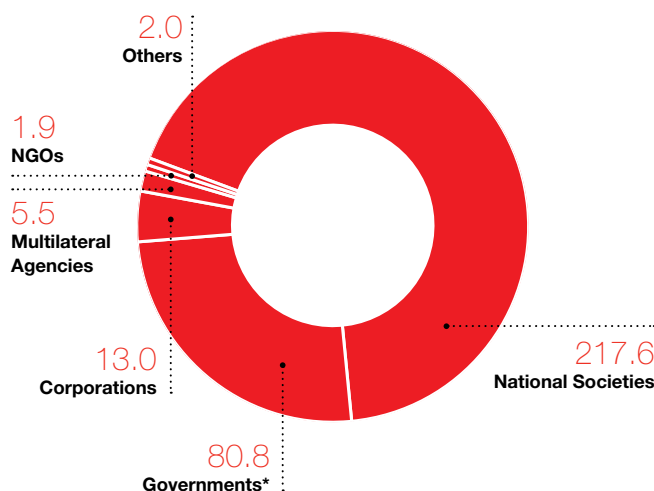
The Ebola epidemic in West Africa was the largest emergency – in terms of requirements – in 2014. Emergency Appeals were launched between April and September as the epidemic progressed and, while the first requirements only cost 7.2 million Swiss francs, funding was slow to come in. Both requirements and contributions became more substantial from August through to September, and income reached between 20 million and 25 million Swiss francs each month in October, November and December, with 82 million Swiss francs total funding received by the end of 2014.

From the early stages of the response, the British Red Cross – on behalf of the Movement – provided the Ebola Private Sector Mobilisation Group (EPSMG) with regular updates to inform the companies and their workforces on how to support efforts to contain and prevent the spread of the disease. Given that each employee in many West African countries has on average 25 dependents, the Red Cross was able to use the EPSMG network as an additional communications channel to disseminate hygiene and anti-stigma messaging. The Red Cross thanks EPSMG members who contributed to the Ebola response with financial and in-kind donations such as vehicles and storage space; and in particular for the support of group convenor ArcelorMittal.

## Top five corporate donors in 2014

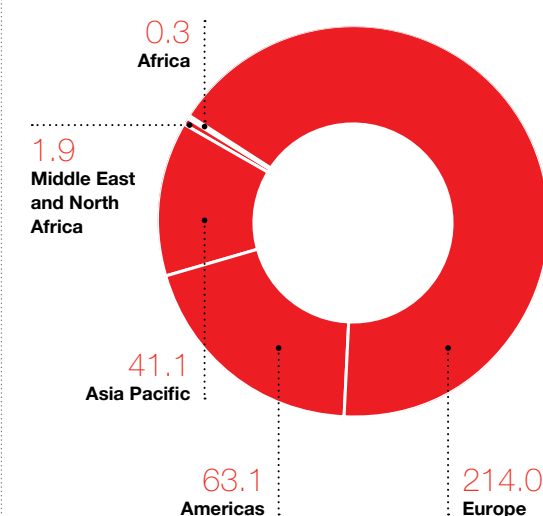
- Airbus
- Eli Lilly
- Land Rover Foundation
- Nestlé
- Zurich Insurance Group

## Contributions by donor type (in millions CHF)

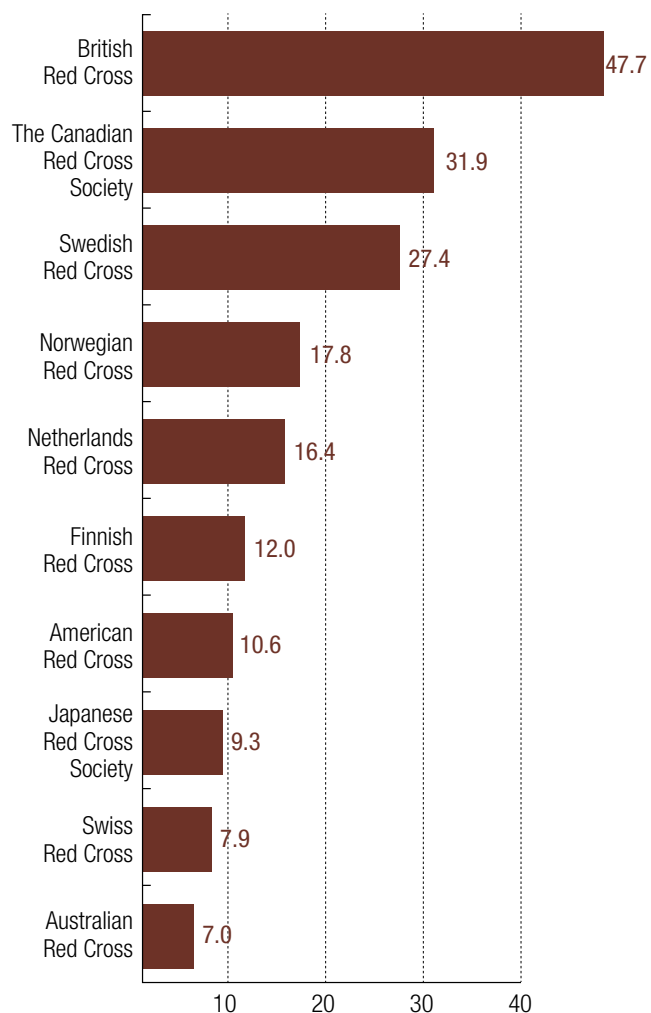


The IFRC secretariat received 320.4 million Swiss francs of voluntary contributions in 2014 from National Societies, Governments, multilateral agencies, corporations, foundations and others.

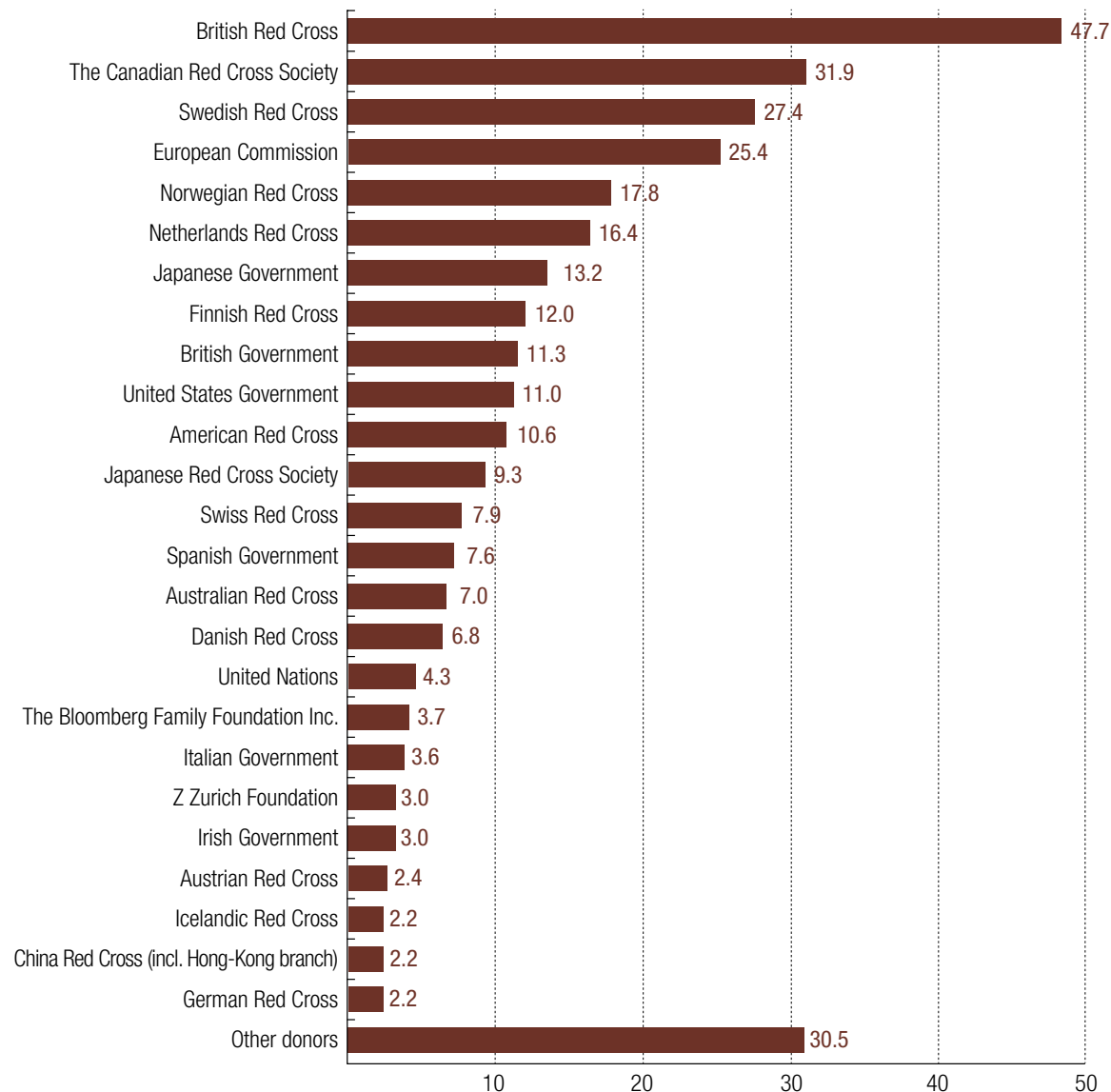
## Contributions by donor geography (in millions CHF)



## Top 10 National Society donors (in millions CHF)

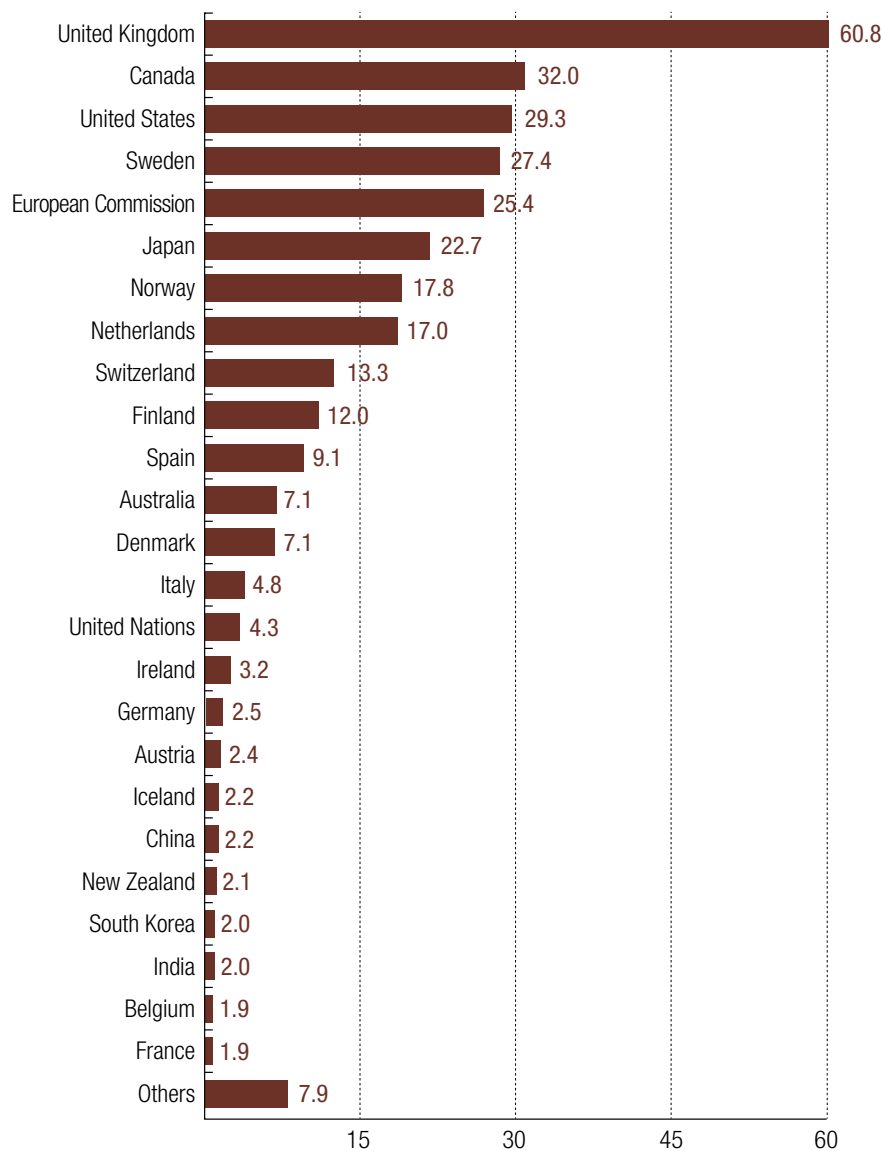


## Top 25 donor organisations (in millions CHF)





## Top 25 donor countries\* (in millions CHF)

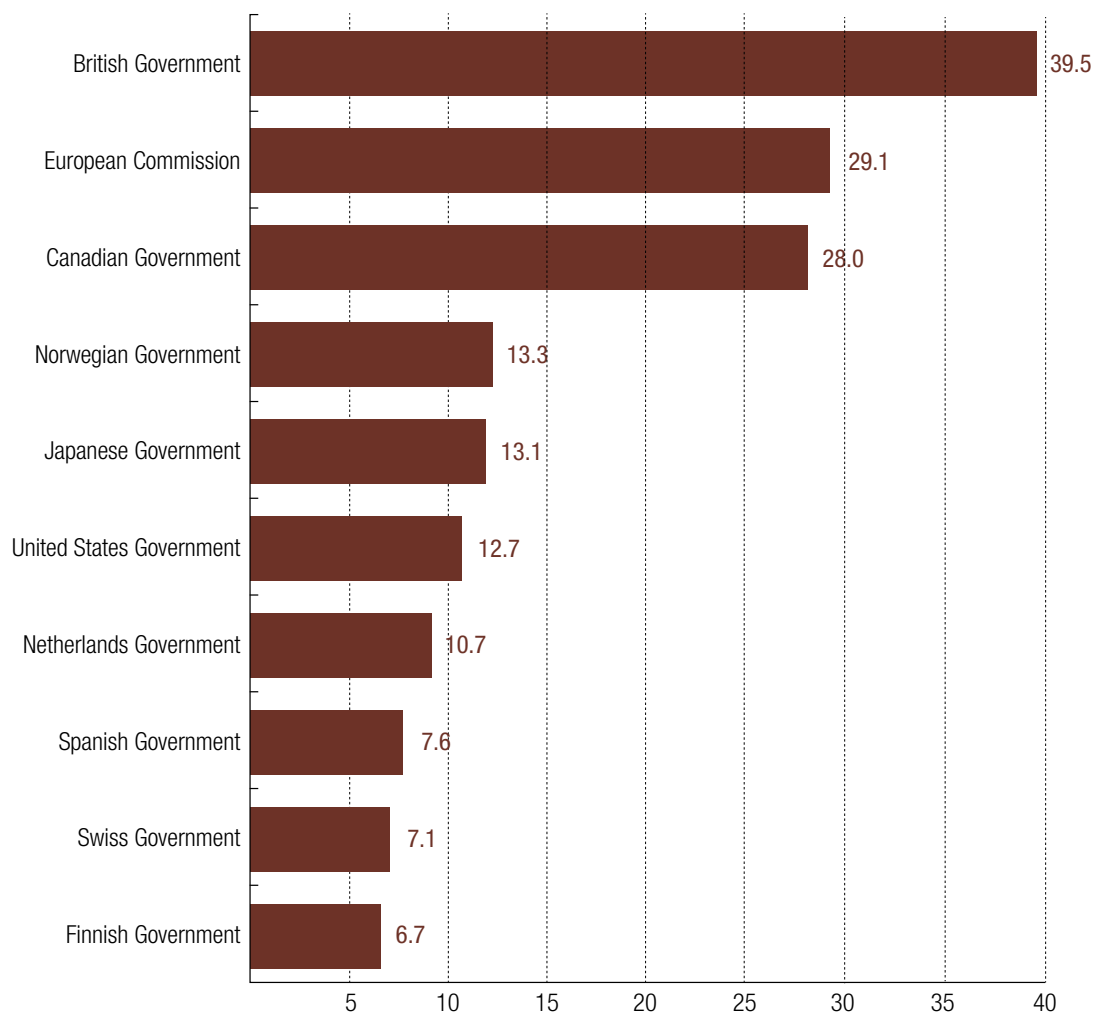


\* Sum of contributions from all donors within a country



South Sudan. Lainya, November 19, 2013. Jane Yata with her infant son after he had received a polio vaccination from the national government with support from the South Sudan Red Cross. Chalk markings on the wall were placed by volunteers as reference for volunteer crews as they cover large areas for vaccination.

## Top 10 Government funding sources\* (in millions CHF)\*\*



\* Governments direct and governments via National Societies

\*\* The data presented on this chart **is unaudited**. It is based on information provided by National Societies and includes funding from states made via National Societies.

# FINANCES

## Restricted financial performance (programmes and services)

The IFRC secretariat received 320 million Swiss francs of voluntary contributions for 2014 in support of its appeals and programmes, compared with 263 million Swiss francs in 2013. This increase can be attributed to funding for the Ebola crisis operations in Africa.

The IFRC secretariat recovered 49 million Swiss francs of service fees in 2014 for fleet, logistics and other supplementary services. This compares with 39 million Swiss francs in 2013, with the increase attributable to demand for contracted services in Africa, together with increased demand for logistics services in Ebola and Syrian crisis disaster operations.

Restricted operating expenditure (programmes and services), including indirect and other cost recoveries, reached 344 million Swiss francs in 2014, compared with 320 million Swiss francs in 2013. The increase is attributable to Ebola and Syria crisis emergency operations.

During 2014, funds held for operations (restricted reserves) increased by 10 million Swiss francs, from 210 million to 220 million Swiss francs, as part of the funding for Ebola and Syria crisis emergency operations received in 2014 will be spent in 2015.

The remaining funds held for operations are earmarked for ongoing recovery operations and development programmes.

## Unrestricted financial performance

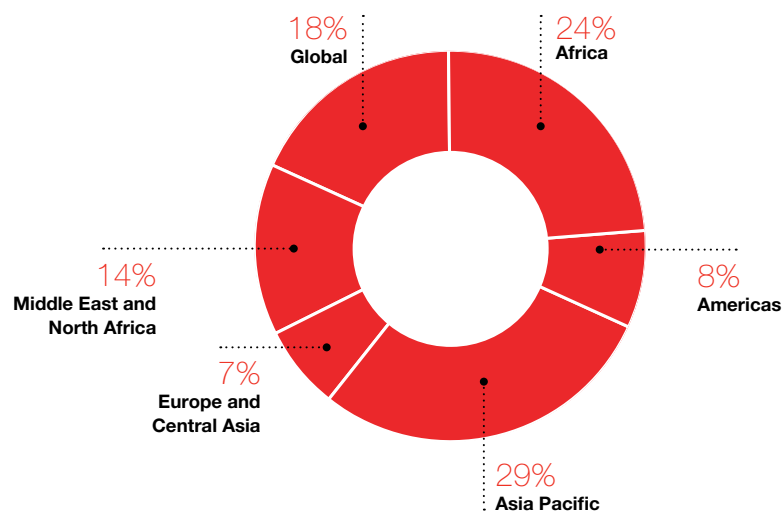
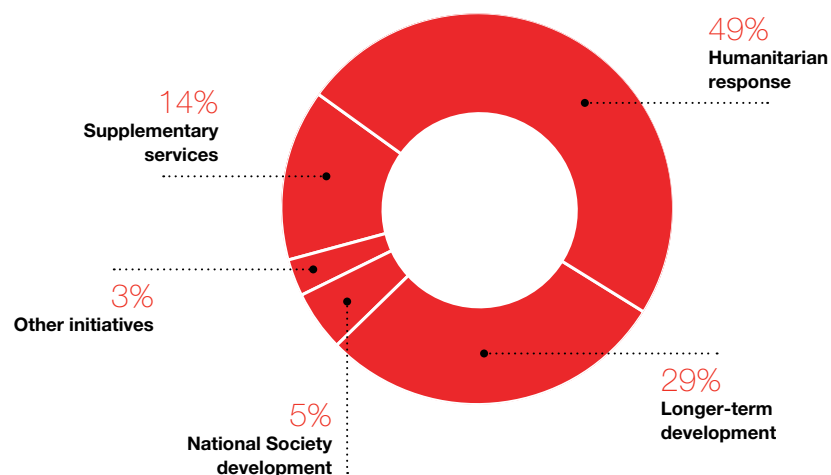
The IFRC secretariat's unrestricted income consists primarily of statutory contributions from member National Societies. The IFRC secretariat's unrestricted income totalled 40 million Swiss francs in 2014, compared to 39 million Swiss francs in 2013.

In both 2014 and 2013, the IFRC secretariat's unrestricted operating expenditure was 40 million Swiss francs. Unrestricted reserves are held to ensure that the organisation is able to continue its operations and thereby fulfil its mission, in line with the Governing Board's policy of maintaining a strong level of reserves to encourage stakeholder and donor confidence. These resources are available to mitigate a broad range of financial risks including working capital, non-current receivables, and settlement of non-current liabilities. The balance of the unrestricted reserves at 31 December 2014 was 43 million Swiss francs, compared to 50 million Swiss francs at 31 December 2013. The decrease of seven million Swiss francs is attributable to accounting adjustments that result from following the requirements of International Financial Reporting Standards to account for the cost of the IFRC secretariat's pension plan for its employees,

which are partially set off by the strong performance of the IFRC's financial portfolio. The pension plan is subject to Swiss law and was fully funded at the end of 2014.



## Restricted expenditure for the year ended 31 December 2014, analysed by category and geography



## Consolidated statement of financial positions at 31 December 2014

All figures in thousands of Swiss francs (CHF)

	2014 (CHF 000)	2013 (CHF 000)
<b>Assets</b>		
Current assets	401,637	349,390
Non-current assets	57,029	41,115
<b>Total assets</b>	<b>458,666</b>	<b>390,505</b>
<b>Liabilities and reserves</b>		
Current liabilities	132,894	96,900
Non-current liabilities	60,530	31,864
<b>Total liabilities</b>	<b>193,424</b>	<b>128,764</b>
Restricted reserves	219,716	209,682
Unrestricted reserves	42,725	50,113
Designated reserves	2,801	1,946
<b>Total reserves</b>	<b>265,242</b>	<b>261,741</b>
<b>Total liabilities and reserves</b>	<b>458,666</b>	<b>390,505</b>

## Consolidated statement of comprehensive income for the year ended 31 December 2014

	Restricted	Unrestricted	Total	Total
	2014 (CHF 000)	2014 (CHF 000)	2014 (CHF 000)	2013 (CHF 000)
<i>All figures in thousands of Swiss francs (CHF)</i>				
<b>Operating income</b>				
Voluntary contributions, net	316,112	4,337	320,449	263,039
Statutory contributions	-	35,125	35,125	35,447
Services income	48,761	-	48,761	38,758
Other income	2,411	344	2,755	3,959
<b>Total operating income</b>	<b>367,284</b>	<b>39,806</b>	<b>407,090</b>	<b>341,203</b>
<b>Operating expenditure</b>				
Humanitarian response	168,208	-	168,208	153,388
Longer-term development	100,577	-	100,577	99,717
National Society development	17,706	-	17,706	16,734
Other initiatives	9,194	-	9,194	8,309
Programmes and coordination	295,685	-	295,685	278,148
Supplementary services	48,298	-	48,298	41,499
Governance and secretariat	-	40,019	40,019	40,453
<b>Total operating expenditure</b>	<b>343,983</b>	<b>40,019</b>	<b>384,002</b>	<b>360,100</b>
<b>Net surplus/(deficit) from operating activities</b>	<b>23,301</b>	<b>(213)</b>	<b>23,088</b>	<b>(18,897)</b>
<b>Finance income/(expense)</b>				
Finance income	201	7,450	7,651	4,334
Finance expense	333	(362)	(29)	(5,236)
<b>Net finance income/(expense)</b>	<b>534</b>	<b>7,088</b>	<b>7,622</b>	<b>(902)</b>
<b>Net surplus/(deficit) for the year</b>	<b>23,835</b>	<b>6,875</b>	<b>30,710</b>	<b>(19,799)</b>

## Consolidated statement of comprehensive income for the year ended 31 December 2014 (continued)

	Restricted	Unrestricted	Total	Total
	2014 (CHF 000)	2014 (CHF 000)	2014 (CHF 000)	2013 (CHF 000)
<i>All figures in thousands of Swiss francs (CHF)</i>				
<b>Other comprehensive income</b>				
Actuarial losses/(gains) on defined benefit plans	(13,792)	(13,417)	(27,209)	18,055
<b>Total other comprehensive loss/(income) for the year</b>	<b>(13,792)</b>	<b>(13,417)</b>	<b>(27,209)</b>	<b>18,055</b>
<b>Total comprehensive income/(loss) for the year</b>	<b>10,043</b>	<b>(6,542)</b>	<b>3,501</b>	<b>(1,744)</b>
<b>Attributable to:</b>				
Restricted reserves	10,043	-	10,043	(22,695)
Unrestricted reserves	-	(6,542)	(6,542)	20,951
	<b>10,043</b>	<b>(6,542)</b>	<b>3,501</b>	<b>(1,744)</b>

There were no discontinued operations during the year.



# 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.

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of Red Cross and Red Crescent Societies**

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