

International Federation of Red Cross and Red Crescent Societies

ANNUAL REPORT 2013

www.ifrc.org
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 97 million people annually through long-term services and development programmes as well as 85 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: In the aftermath of Typhoon Haiyan, the residents of Tacloban salvaged what they could from the ruins of buildings. Food, water and health supplies were the most pressing needs for hundreds of thousands of people after the storm hit. IFRC

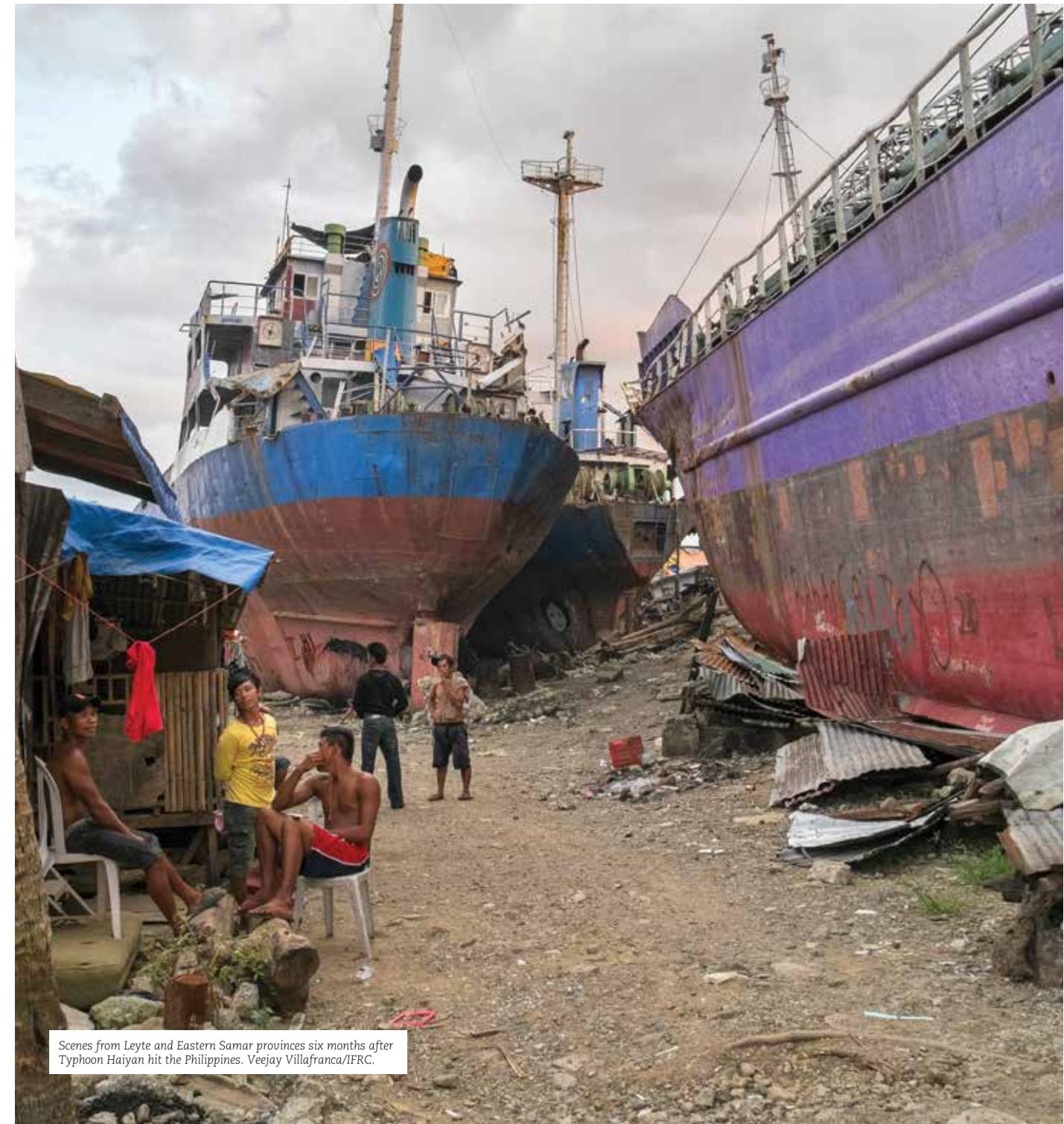


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FOREWORD



Tadateru Konoé,
President



Bekele Geleta,
Secretary General

When we look back at any year, a number of key events and themes seem to stand out and define it. For the IFRC in 2013, new and ongoing complex emergencies tested and confirmed our response mechanisms, but we also focused efforts on building the capacities of our National Societies, and explored the opportunities and challenges presented by new technologies.

Perhaps the most prominent disaster of 2013 was Typhoon Haiyan. No stranger to typhoons or storms, the Philippines was still recovering from Typhoon Bopha when 2013 delivered Tropical Storm Trami and an earthquake in Bohol. It was a devastating end to the year when Haiyan then hit. The Philippines was already struggling and Haiyan was the strongest typhoon ever to make landfall, leaving 10 million people in need.

The crisis in Syria entered its third year, which saw a sharp increase in the number of refugees fleeing to Syria's neighbours. A terrible milestone was reached in August as more than 1 million children had become refugees. Our own volunteers and staff of the

Syrian Arab Red Crescent continued to work in great peril in order to assist others. We pay tribute to them all.

Silent disasters

Extreme events held the media spotlight, and rightly so, but in the shadows many more disasters with equally devastating consequences went unnoticed. Starved of media attention, the public never gets to hear about some disasters, such as the drought in the Marshall Islands, Sudan's complex blend of conflict, epidemics and food shortages, and Namibia's food insecurity, to name just a few.

To highlight this disparity, a collaborative communications campaign was launched to raise awareness in Europe about silent disasters. The hard-hitting campaign was a joint effort involving the IFRC, 11 National Red Cross Red Crescent Societies in Europe and the European Commission's Humanitarian Aid and Civil Protection department (ECHO).

Paradoxically, Europe itself continued to face a silent disaster, one that has been brewing for five years since the onset of the economic crisis. The number of working poor in Europe has increased, with people struggling to pay their bills, feed their families and pay their rent or mortgage. The IFRC launched a new report, called *Think differently*, that

presents the humanitarian impact of the economic crisis in Europe and gives recommendations.

Strength in numbers

Our two greatest assets are our National Societies and our volunteers, and we will continue to work together to strengthen our collective capacities by learning from and with each other. Increasing numbers of Red Cross Red Crescent National Societies are undertaking the Organizational Capacity Assessment and Certification (OCAC) process, a self-assessment mechanism for National Societies to help build their capacities.

We are also strengthened by our partnerships with external organizations, which share our values and aims, and can contribute their experience and expertise.

Our commitment to accountability and transparency

Across our global network, we are continually striving to improve our accountability and transparency mechanisms. Not only is it of the utmost importance for our beneficiaries, donors and partners, as well as our members, staff and volunteers, but it is also the best way to deliver effective humanitarian services for vulnerable people around the world.

The people we serve are at the core of what we do, and our commitment to improve is driven by them. They trust us to use our resources efficiently and effectively, and we have a range of measures to ensure that we do. We meet best practice standards and uphold our own high Federation-wide standards within a robust and comprehensive accountability framework.

We understand that learning lessons is the key to improvement. This means engaging meaningfully with our beneficiaries and giving them a voice with a range of feedback mechanisms. Within our network, we foster a culture of sharing information and knowledge, which is underpinned by sound monitoring and evaluation. This allows us to identify trends, strengths and weaknesses at all levels.

Respect and protect

We have the greatest of respect for our volunteers and we thank them for their dedication and commitment throughout 2013. To all who know and understand their work and its dangers, the volunteers and staff of the Syrian Arab Red Crescent continued to be an inspiration. By the end of 2013, we had lost 32 Red Crescent colleagues in Syria and, tragically, at the time of writing, that number had reached 36.

Unfortunately, the events in Syria are not isolated, and colleagues in Gaza and the Philippines also came under attack in 2013.

We call upon all parties to any conflict to meet their obligations under international humanitarian law and to respect the emblems. Red Cross and Red Crescent personnel must be granted safe and unhindered access to people affected by conflict.

Looking forward

In November, the Red Cross Red Crescent family met at the General Assembly, generously hosted by the Australian Red Cross in Sydney. We welcomed the Cyprus Red Cross Society and the South Sudan Red Cross to join the IFRC as our 188th and 189th members respectively.

During the General Assembly, we collectively committed to contribute to a universal development

agenda when the Millennium Development Goals (MDGs) expire in 2015. We agreed on three overarching commitments to support sustainable development:

- Firstly, in order to reduce the devastating impact of disasters on sustainable development, we commit to enabling every community in high-risk areas to have a capacity to prepare for and respond to disasters.
- Secondly, in order to contribute to the realization of universal healthcare, we commit to having a volunteer in every community in which we work who is responsible for facilitating access to basic health services.
- And thirdly, in order to ensure development can be sustained domestically, we commit to continuing efforts to strengthen National Red Cross Red Crescent Societies as trusted partners and effective auxiliaries to their governments in humanitarian and development work.

The post-2015 development agenda will establish a framework for global humanitarian work that will have an impact on the Movement at international, national and community level. It gives us greater opportunities to assist vulnerable communities preparing for – and responding to – disasters, and will help to make our National Societies more efficient and better prepared to deal with the challenges we are bound to encounter.

Sincerely,

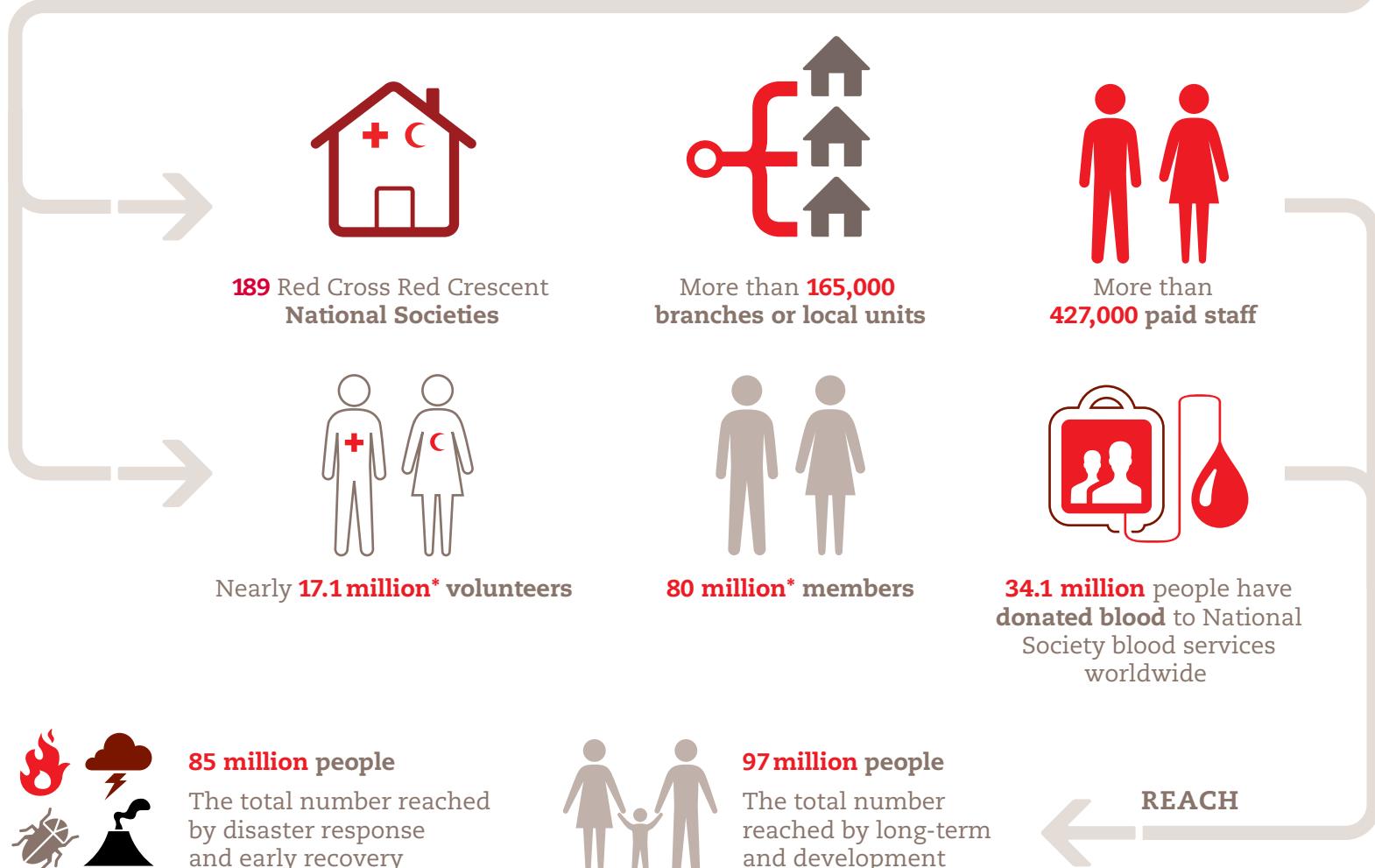
Tadateru Konoé
President



Bekele Geleta
Secretary General



TOGETHER, WE ARE THE INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES



THE IFRC SECRETARIAT

The secretariat comprises a headquarters in Geneva and regional zone offices in Europe, Asia Pacific, Africa, Americas, and the Middle East and North Africa, as well as field delegations around the world. The secretariat supports National Societies by coordinating international support before, during and after large-scale disasters and crises, strengthening the capacities and leadership of member National Societies, and acting at international level to raise resources and persuade decision-makers to act at all times in the interests of vulnerable people. This annual report focuses on secretariat-led activities.

* From the 2013–2014 IFRC global volunteers/members study

Figures provided as of 31/12/2013 from Red Cross and Red Crescent National Societies through the Federation-Wide Databank and Reporting System.

YEAR IN REVIEW 2013

January

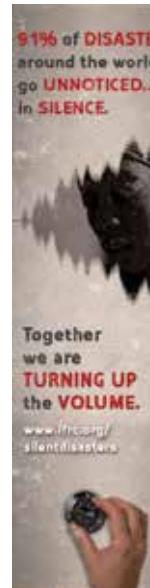
- To respond to extreme winter conditions in Kazakhstan, where freezing temperatures reached as low as minus 46, the IFRC allocated nearly 160,000 Swiss francs from the Disaster Relief Emergency Fund (DREF) to provide immediate assistance to the people affected.
- The IFRC attended the World Economic Forum in Davos, Switzerland, with the aim of reaching new and influential humanitarian advocates. The IFRC Secretary General led a session on designing cities, where more than 80 per cent of the world's population now lives, and how to make them more **resilient**.
- The Zurich Insurance Group announced a 21 million Swiss franc alliance with the IFRC. The alliance will focus on community **flood resilience**, with the combined expertise of Zurich in risk management and insurance, and the IFRC in disaster preparedness.

February

- The IFRC continued to provide assistance to people affected by the ongoing violence in Syria.

By the first week of February, 3,000 vials of insulin were delivered to health facilities, and more than 25,000 food parcels and over 60,000 blankets were distributed to those most in need.

- The IFRC launched a Europe-wide campaign on **silent disasters** at the European Parliament in Brussels. Backed by Kristalina Georgieva, the EU Commissioner for Humanitarian Aid, the month-long campaign highlighted that some emergencies don't receive funding, are underreported or are simply forgotten by the rest of the world. The campaign included a 50-second film advert and the whole campaign reached 90.7 million people across Europe.



March

- Red Cross Red Crescent partners supported the Mali Red Cross as more than 260,000 people became **displaced** and a further 170,000 fled the country as a result of continued conflict.
- The IFRC – together with UNOCHA and the Inter-Parliamentary Union (IPU) – launched the Model Act on the Facilitation and Regulation of International **Disaster Relief** and Initial Recovery Assistance. A new voluntary reference tool for states, the model act assists states that want to prepare legally for a disaster that may require international assistance on their territory.

Throughout 2013, Bhutan, Colombia, Viet Nam, Bosnia and Herzegovina, Peru and the Caribbean region all took significant steps towards legal **preparedness**, often with the assistance of their National Society and the IFRC.

April

- The Red Crescent Society of the Islamic Republic of Iran responded to two major **earthquakes** within a week of each other. Fortunately, the number of casualties and damage was relatively low due to the remoteness and depth of the epicentres.
- On 20 April, a 7.0-magnitude **earthquake** hit Lushan County in Sichuan Province, China. It claimed the lives of nearly 200 people, injured more than 12,000 and displaced 230,000 others. The Red Cross Society of China immediately mobilized 400 staff and volunteers to assist those affected.
- The Islamic Republic of Iran hosted the 8th MENA Conference for Red Cross Red Crescent Societies in the Middle East and North Africa. Its 104 participants discussed the importance of protecting staff and **volunteers**, and the need to strengthen **coordination and cooperation** between National Societies across the region. Participants considered the region's complex humanitarian situation and its implications for National Societies, especially in relation to the crisis in Syria.

May

- The 150th anniversary of Henry Dunant's humanitarian idea was celebrated on 8 May, **World Red Cross Red Crescent Day**. In his book, 'A Memory of Solferino', Dunant laid the foundations for today's International Red Cross and Red Crescent Movement which, through voluntary service, continues his work to assist those who face suffering as the result of a crisis, with neutrality and impartiality.
- The fourth Global Platform on **Disaster Risk Reduction** (GPDRR) took place in Switzerland, with 130 Red Cross Red Crescent representatives. The meeting sought commitment from all actors to share responsibility for reducing risks and reinforcing resilience in communities, and to progress the Hyogo Framework for Action.
- The deteriorating humanitarian situation in Sudan – combining **conflict, natural disasters, epidemic outbreaks and chronic food insecurity** – prompted the IFRC to launch an appeal for more than 3.7 million Swiss francs. The appeal supported the Sudanese Red Crescent to provide critical assistance to 150,000 of the most vulnerable people.

June

- An ongoing **drought** in the Marshall Islands affected six atolls and about 6,500 people. The IFRC launched an appeal to address water scarcity and to prevent waterborne diseases by enabling people in drought-hit communities to produce and collect drinking water.

July

- "Our volunteers are seeing death, terrible injuries and the destruction of entire neighbourhoods on a daily basis, and it's clear we need more support from outside..." The president of the Syrian Arab Red Crescent called for more help. The IFRC revised its emergency appeal for **Syria** from 39 million Swiss francs to 53.6 million Swiss francs to support the Red Crescent response. Lack of **safe access** for humanitarian workers remained the biggest concern.
- The IFRC and the World Meteorological Organization (WMO) signed a memorandum of understanding to reduce the risk of **climate-related hazards** facing communities around the world. Already long-standing partners, this new agreement will help to make evidence-based climate information and prediction available to vulnerable communities.



- The IFRC and Special Olympics International joined forces to ensure **people with disabilities** are included in the global development agenda, with a focus on mutual understanding, acceptance and dignity. The partnership contributes to the post-2015 Millennium Development Goal framework, which will offer greater representation to marginalized groups.
- Namibia suffered its worst **drought** in decades. Some 331,000 people – about 14 per cent of the population – needed urgent food assistance as crops failed, livestock perished and boreholes dried up. The IFRC launched an emergency appeal for over 1.2 million Swiss francs to assist those in need.
- Meanwhile, Central Europe faced its worst **floods** in decades. At least ten people died in the Czech Republic, and tens of thousands of people were evacuated across the region by Red Cross staff and volunteers. The Czech Republic, Germany, Austria, Slovakia and Hungary all suffered widespread damage and disruption. Croatia was spared thanks to disaster preparedness efforts.

August

- The IFRC launched an appeal to support the Sudanese Red Crescent to assist 35,000 people affected by severe **floods** in the states of Khartoum and river Nile in Sudan. An estimated 80,000 people were displaced and at least 124,790 people were affected.

- The IFRC launched 'Your Voice', a new social engagement platform. 'Your Voice' is a dedicated space for people of all ages to express their hopes, visions and aspirations for the future to help bring a diversity of voices to the **Post-2015 Development Agenda**.

September

- Electronic Arts, Inc. launched its first ever collaboration with the IFRC and ten National Red Cross Red Crescent Societies. SimCity™ players can supplement the in-game emergency services with additional assistance from Red Cross relief centres by buying Red Cross-branded digital content. Proceeds from the game help support Red Cross work.
- The Kenya Red Cross Society was the first to respond – within an hour – after an attack by an armed group at the Westgate Shopping Mall in Nairobi. The National Society sent 12 advanced **life support ambulances** to the scene, a team of responders and a fleet of service vehicles. The Kenya Red Cross Society evacuated casualties to nearby hospitals, organized **blood donation** drives, and provided first aid and psychosocial support.

- The second learning conference of the **Haiti** operation gathered more than 150 senior leaders, managers and practitioners from across the Red Cross Red Crescent to define how lessons learnt from the operation would contribute to organizational learning and change. The operation has been the IFRC's largest ever single-country

response and, collectively, the Red Cross Red Crescent raised more than 1.1 billion Swiss francs following the earthquake in 2010. The outcomes of the conference will reinforce the Movement's capacity to respond to future **large-scale disasters**.

- As the situation in Syria became increasingly violent, the IFRC, together with ICRC, called on all parties to abide by their legal and moral obligations to ensure that civilians are protected and that Red Cross Red Crescent staff and volunteers are given full, **safe and unhindered access to people in need**. By the end of 2013, 32 Red Crescent colleagues had died in the line of duty.
- World First Aid Day, which was introduced by the International Red Cross and Red Crescent Movement in 2000, focused on **first aid and road safety**. With one road fatality every 30 seconds and more than 50 per cent of deaths from traffic accidents occurring in the first few minutes after an accident, the Red Cross Red Crescent called for legislation to make first-aid training compulsory for every driving licence candidate.

October

- Five years after the onset of the **economic crisis in Europe**, the number of working poor in Europe has increased, with people struggling to pay bills, feed their families and pay their rent or mortgage. To highlight this struggle, the IFRC launched a new report called *Think differently*. The report also highlighted how the people who were already poor are now living in deeper poverty, often living on

the margins of society, whilst millions are living on a day-to-day basis.

- A lack of access to **information and technology** is having a major impact on people's ability to prepare for, survive and recover from disasters, warned the IFRC's World Disasters Report in 2013. Most lives are saved by local people, yet many first responders do not have access to basic life-saving information and tools, such as early warning systems and mobile phones. As humanitarian agencies turn to new technologies to communicate with communities, they run the



World Disasters Report

Focus on technology and the future of humanitarian action

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risk of only listening to people who are connected, and excluding those who are not.

- The UN's Food and Agriculture Organization (FAO) signed a new partnership agreement with the IFRC to provide technical guidance to complement the Red Cross Red Crescent network of over 17 million volunteers. The two organizations have drawn up a three-year action plan that includes activities to address **climate change** and combat **land degradation**, and to reduce **food losses and waste**. Focus countries and regions, such as the Sahel and the Horn of Africa, will be identified for the joint activities.
- A 7.2-magnitude **earthquake** struck the island of Bohol in central Philippines. The strongest earthquake to hit Bohol in more than 20 years, it killed 195 people, injured 650 and displaced more than 380,000. The IFRC launched a preliminary emergency appeal for 5.2 million Swiss francs to help the Philippine Red Cross deliver emergency humanitarian assistance to 50,000 people.
- The IFRC joined forces with the Global Fund to combat **malaria** in the Central African Republic. As the principal recipient of the Global Fund grant of 18.5 million Swiss francs, the IFRC committed to distribute more than 2.3 million long-lasting insecticide-treated bed nets across the country, reaching every segment of the population of 4.8 million people.

- The African Development Bank, keen to further its work with the Red Cross Red Crescent in Africa, signed a partnership agreement with the IFRC. The two organizations agreed that **fragile states** such as Central African Republic, Chad, Mali, Somalia, Sudan and South Sudan would be the immediate focus of the joint implementation task force.
- More than 110 people died and hundreds more were missing when a boat carrying 500 **migrants** sank off the Italian island of Lampedusa. The Italian Red Cross provided assistance and psychosocial support to the 155 survivors. The IFRC and the National Society jointly called for the need to meet migrants' basic needs and respect their dignity, regardless of their legal status, and to offer them life-saving humanitarian assistance.

November

- Typhoon Haiyan became the strongest **typhoon** in recorded history ever to make landfall. It affected around 10 million people in the Philippines – a country already overwhelmed by a series of typhoons and floods, as well as the Bohol earthquake weeks earlier. The International Red Cross and Red Crescent Movement appealed for a total of 87 million Swiss francs; the IFRC appealed for 72 million Swiss francs to assist 100,000 families over an 18-month period and ICRC appealed for 15 million Swiss francs to assist people in areas affected by armed conflict.
- The General Assembly, the IFRC's supreme body, was hosted by the Australian Red Cross in Sydney.

The 19th session voted for the Cyprus Red Cross Society and the South Sudan Red Cross to join the IFRC, and they became the 188th and the 189th members, respectively. The assembly also voted to re-elect Tadateru Konoé as president for a second term. Significantly, the General Assembly committed to a universal development agenda to replace the Millennium Development Goals when they expire in 2015.



Australian Red Cross

Red Cross volunteers gather on the steps of the Sydney Opera House to celebrate the opening of the International Red Cross Red Crescent Movement statutory meetings, hosted by the Australian Red Cross in November.

- The Polish capital, Warsaw, was the venue for 19th Conference of the Parties to the United Nations Framework Convention on **Climate Change**. COP 19 was the penultimate round of climate talks before the 2015 deadline for a global agreement on emissions targets. The IFRC sent a 30-strong delegation, with members from National Societies and technical specialists. The IFRC has always worked to highlight the effects of climate change on vulnerable communities.
- Almost three years after the start of the **crisis in Syria**, the IFRC revised its three appeals to 194 million Swiss francs in order to assist over

6 million people in a desperate situation. The three separate appeals comprise one for Syria, and two appeals for Syria's neighbours: a combined appeal for Iraq, Jordan and Lebanon and one for Turkey. By the end of 2013, the number of Syrian **refugees** had reached 2.3 million, with 6.5 million people internally displaced.

December

- Zimbabwe's harvest is very much dependent on rain, and a severe **drought** in 2013 resulted in a poor harvest across the country. The IFRC launched an emergency appeal to assist the Zimbabwe Red Cross operation.
- Globally, there is a shortfall of 2.3 million professional **health workers**. Developing countries in particular face an acute shortage and 1 billion people have no access to essential health services. On International Volunteers Day, the IFRC said that expanding **volunteerism** is one part of the solution to help improve global health provision and ensure equitable access to health. However, effective volunteerism does not happen by itself: it needs recognition, planning and support.
- Jaguar Land Rover extended its global partnership with the IFRC for a further five years, with the aim of providing 15 million pounds (21.8 million Swiss francs) worth of support and reaching thousands of beneficiaries by 2018. Its award-winning initiative, '**Reaching vulnerable people around the world**', is expanding to support humanitarian programmes in countries, including Austria, Ireland, Italy, the Netherlands, Portugal, Spain and South Sudan.

THE IFRC'S GLOBAL REACH THROUGH TRADITIONAL AND DIGITAL MEDIA

Traditional media

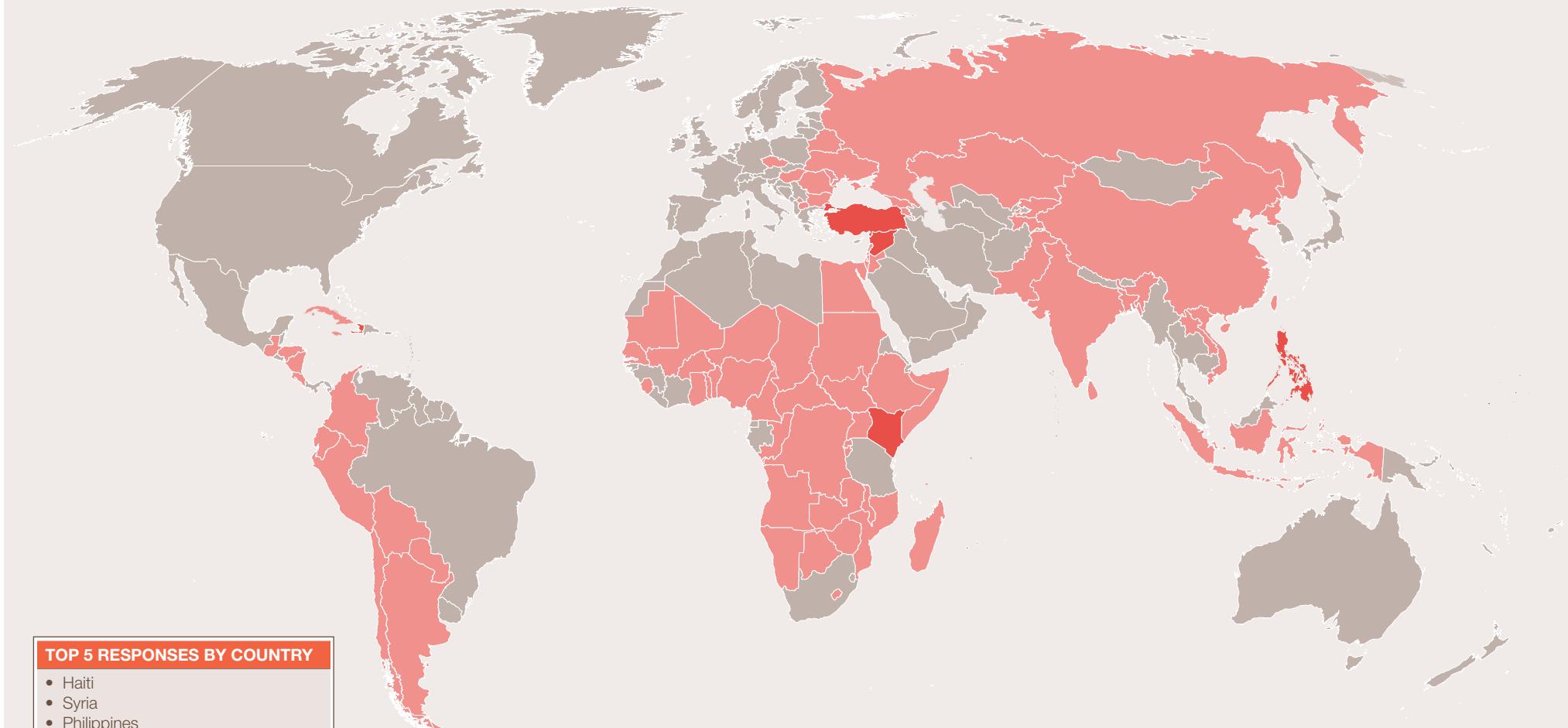
Worldwide, the IFRC generated around 20,000 media hits in 2013. Many of these were linked to the more than 145,000 media hits in print, broadcast and online that are generated by Red Cross and Red Crescent National Societies. The IFRC received most coverage during special events, such as World Red Cross Red Crescent Day, the launch of the *World Disasters Report 2013*, the statutory meetings in Sydney, the launch of appeals, and during special briefings on the Syria crisis and on the Central Africa Republic crisis.

Digital media

In 2013, the IFRC website (www.ifrc.org) received more than 5.3 million visits from more than 4 million unique visitors, which represents a 26 per cent increase on 2012. There were more than 9.7 million page views.

The IFRC also generated engagement through its different social media accounts – Twitter, Facebook, Google+, Flickr, YouTube and LinkedIn. During 2013, the IFRC reached over 4.2 million people through Twitter and more than 18,000 people through Facebook, particularly during World First Aid Day and the launch of the economic crisis in Europe report, *Think differently*. The IFRC content on YouTube received a total number of 465,000 views compared to 40,000 views in 2012.

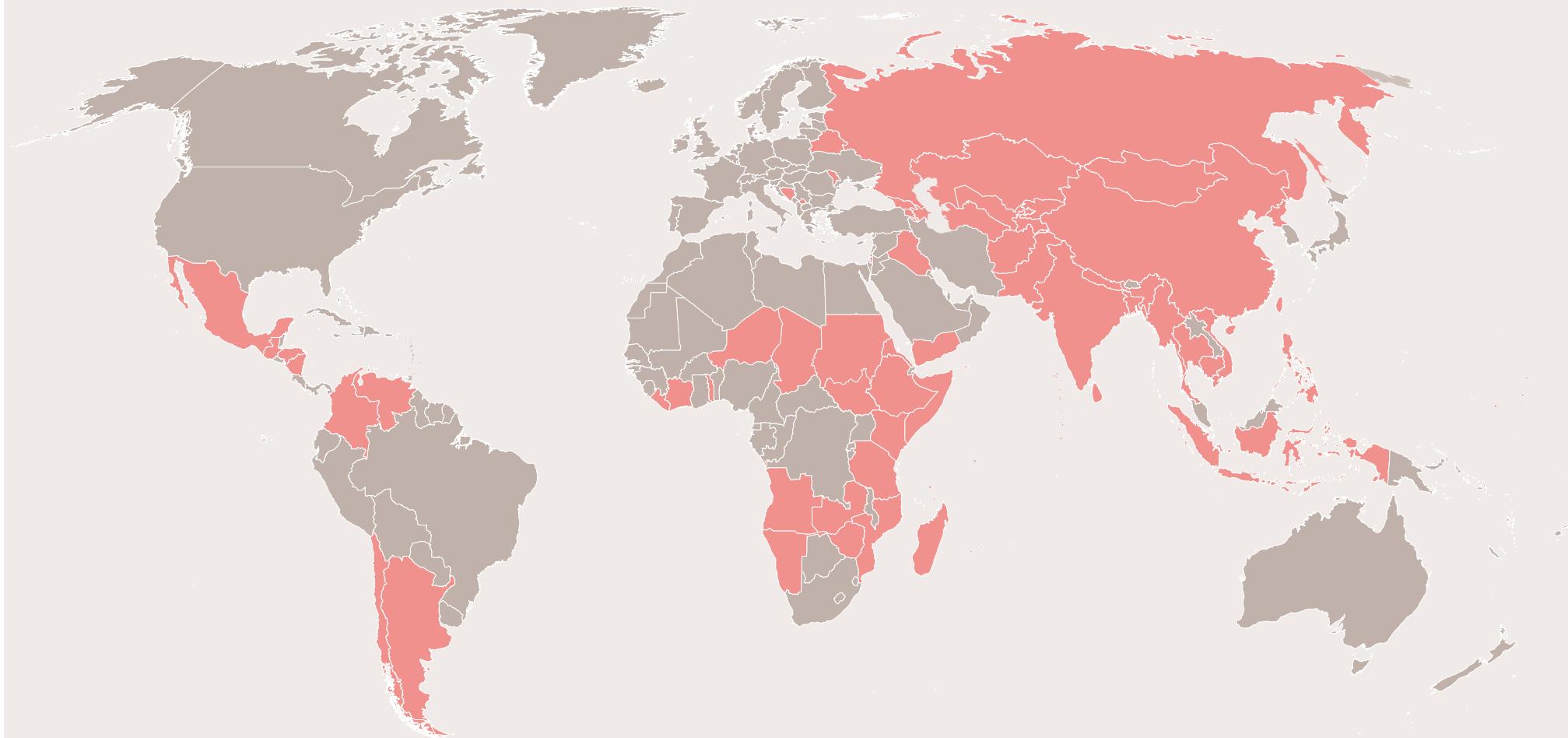
Map 1: Humanitarian response (emergency appeals and DREF operations) in 2013, by country



TOTAL EXPENDITURE 2013

153 million Swiss francs

Map 2: Long-term development programmes in 2013, by country

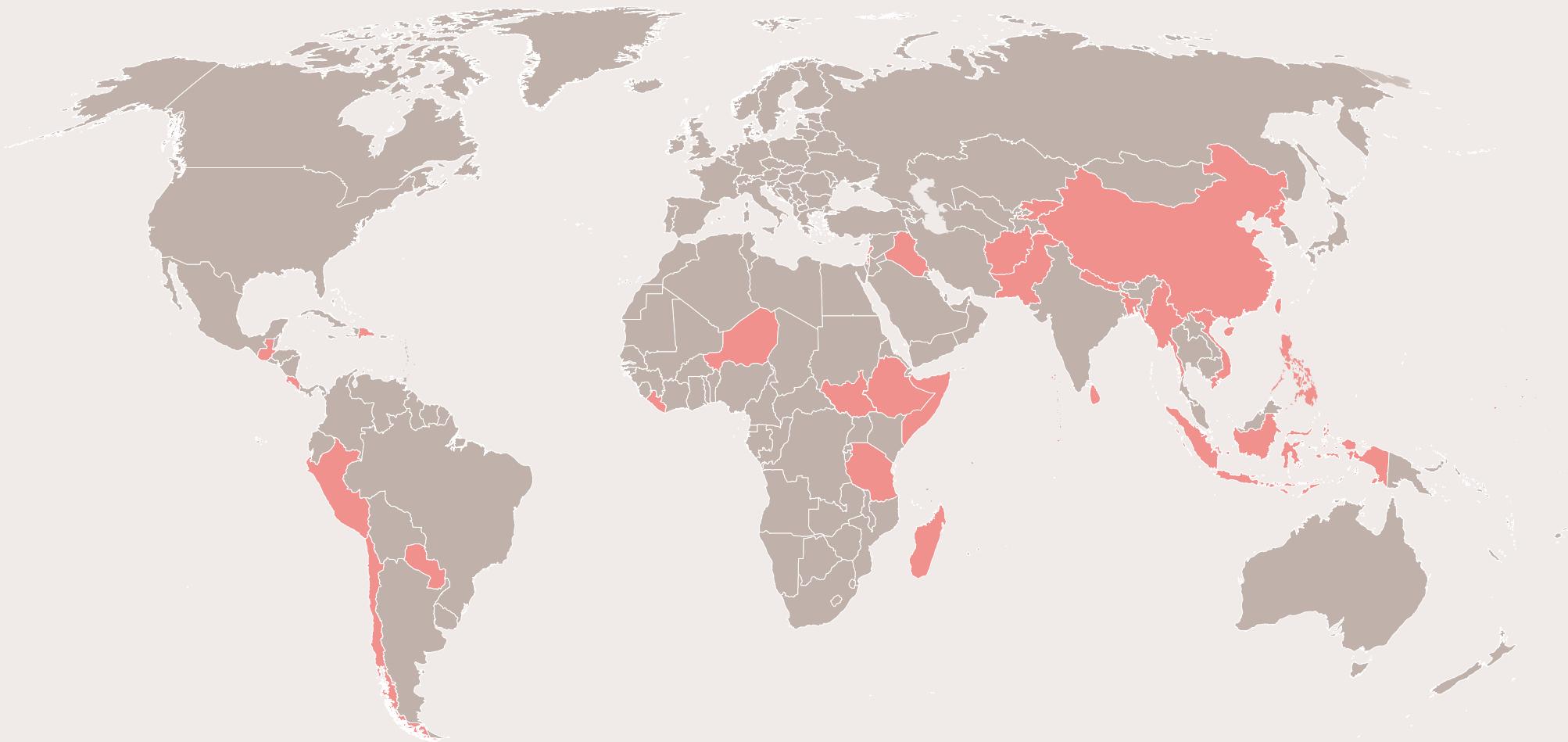


**TOTAL LONG-TERM
DEVELOPMENT PROGRAMMES
EXPENDITURE***

99.1 million Swiss francs

* Total expenditure includes country, regional and global long-term programmes.

Map 3: National Society development programmes in 2013, by country



TOTAL NATIONAL SOCIETY
DEVELOPMENT PROGRAMMES
EXPENDITURE*

17.4 million Swiss francs

* Total expenditure includes country, regional and global National Society development programmes.

THE DIGITAL DOMAIN: UNCHARTED TERRITORY FOR HUMANITARIANS

Humanitarians are used to difficult terrain, but we are currently navigating uncharted territory: a new digital domain. The computer age dawned during the middle of the last century, but the availability of mobile devices and the way we use them to interact with each other is driving a new era of change. This new era of change was fully explored in the IFRC's *World Disasters Report 2013 – Focus on technology and the future of humanitarian action*.

The report outlines how we are now operating in and alongside a fast-evolving digital space where information flows freely for some, but not for others. For governments and humanitarians alike, the digital revolution is a double-edge sword with opportunities and challenges. We need to bridge the digital divide and make sure that no one is left behind, while, at the same time, ethically and effectively manage the growing mass of information and maximize its use.

The opportunities

In recent years, we have seen rapid developments in all areas of information and communications technology, with innovations in hardware, software, infrastructure and social platforms. The public adoption of these new technologies is changing the game. No longer the preserve of large corporations, mobile phone technologies, broadband and internet, social media, GPS and portable devices (such as laptops, tablets and mobile phones) have become a part of everyday life for ordinary people in many parts of the world.

Humanitarian actors have been quick to grasp the obvious opportunities and the Red Cross Red Crescent is using technology to pioneer new ways of engaging individuals and communities, to deliver life-saving messages and early warnings.

We have seen the birth of the e-volunteer – individuals who generate, record and access vital information. Almost real-time data is circulating in a decentralized way and is leading, for example, to more accurate crisis mapping. New, self-organized groups of digital humanitarians are using technology to handle and analyse data, or to mobilize funds and action.

More importantly, individuals and communities are using technology in new ways, which is resulting in a power shift. People are now able to communicate their needs to a wider audience in real-time.

The challenges

If we think the opportunities are staggering, then so are the challenges. Just how do we handle information overload and false reporting? Making sense of so much data and using it before it goes out of date will always be a challenge without an army of analysts, which is why humanitarians must collaborate. Similarly, the sharing of information is a must when we are faced with too little data, which is often the case during emergency response.

There is much talk of the digital divide and justifiably so, with Africa trailing behind the rest of the world. It is often used to refer to communities and individuals, but we must also make sure that our own staff and volunteers are up to date with 'the art of the possible'. We may be living through a digital revolution, but actually most of us are digital consumers – we don't always know how the technology works, it just does.

There is much greater value in deploying a GIS (Geographic Information System) expert when the whole team knows how to maximize his or her

knowledge and skills in order to improve service delivery. Equally, we must not neglect to train all our staff and volunteers on the ethical use of data, data security and privacy, which can be overlooked in the midst of a crisis.

If we look globally, we can see a proliferation of new digital humanitarian initiatives. Spontaneous development and innovation is inevitable and mustn't be curbed, but there is a risk of it becoming confusing and of development overlapping. It doesn't matter how great an app is or how accurate data analysis is, if they don't reach the right people at the right time, then their value is limited. Equally, humanitarian organizations must work together to share data.

Innovation in our network

These opportunities and challenges are an accurate reflection of what is happening within the Red Cross Red Crescent network.

National Societies are replacing traditional pen-and-paper assessments with data collection using digital devices. The entire data collection cycle can be streamlined, and the timeliness and quality of data can be greatly improved. The Indonesian Red Cross Society (PMI) has enabled individuals to submit their needs via free SMS texts, which are then used for needs assessments. Similarly, the IFRC's TERA^[1] (Trilogy Emergency Relief Application) project allows humanitarians and communities in crisis to communicate using SMS texts and free voice response systems.

Several National Societies in Latin America have piloted projects that use existing barcode technology

in order to improve the process of beneficiary tracking and management. The pilots have demonstrated multiple benefits: the human and financial resources needed are significantly less, and beneficiaries have experienced a more effective service.

Maps are increasingly being used in National Societies because they offer a visually appealing way to present complex information that is close to real-time. The Red Cross Red Crescent network has been using GIS mapping for some time now; what's changed is a combination of GPS-enabled mobile devices, mobile connectivity, the availability of geospatial data sources and the emergence of online mapping platforms. Combined, these all take crisis mapping to a new level.

Just as the Red Cross Red Crescent network is a user of data, so its staff and volunteers can also contribute information. The Uganda Red Cross Society, for example, has worked with OpenStreetMap (OSM) – the so-called Wikipedia of maps – to map swathes of community infrastructure, hazards and resources. This information can help to target disaster prevention and community preparedness activities.

The Nigerian Red Cross Society is using SMS technology to provide fast and cheap real-time health data. This is strengthening the national health system and is greatly improving community engagement, as well as helping to prevent and treat illnesses.

Timely and actionable information

Huge quantities of data from a range of sources can be collected and analysed by complex computer

algorithms, and the results can be leveraged and fed into decision-making processes. One practical example is the American Red Cross Digital Operations Center (DigiDOC), which was set up to analyse social media conversations. The American Red Cross is able to track and integrate social media comments from a disaster-affected area into response decision-making.

The problem with data monitoring is that the sheer volume of data needs to be converted into timely and actionable information. During Hurricane Sandy, for example, more than half-a-million Instagram pictures and 20 million tweets were posted. In Japan, there were more than 177 million disaster-related tweets the day after the 2011 earthquake.

Another challenge is the risk to data security and privacy, and of information misuse. These concerns are legitimate, but the actual risk may vary and it depends on the type of data being collected. Perhaps the biggest risk is that humans have generated it, either knowingly or unknowingly. By its very nature, data tends to be quantitative, but the possibility exists to extract the most credible data. Data analysis can be incredibly valuable, particularly when used alongside other decision-making processes.

Supporting learning online

Humanitarian education is another area where technology is already making a difference. Each year, 17 million trainees learn first-aid skills through face-to-face training programmes, but many more millions do not; they either lack the confidence, knowledge or willingness to learn and use first aid.

To tackle this, the British Red Cross developed a mobile phone app for first aid that helps people manage common injuries, from bleeding and broken bones to head injuries and heart attacks. The award-winning app was well received with the public, with over 500,000 downloads in less than 18 months.

The British Red Cross technology was licensed by the American Red Cross, which now has apps for hurricanes, earthquakes, tornadoes and wildfires. In less than 12 months, these have been downloaded nearly 3 million times. A generic version of the app has been developed and more than 20 National Societies have customized it for their own use.

In 2009, the IFRC launched its first online course, the World of the Red Cross and Red Crescent, which formed part of the training for its international staff. The online learning environment, the Learning platform, has expanded rapidly with more than 100,000 registered users, many of whom are volunteers. It continues to innovate with live and facilitated e-learning that allows for conversations between learners, peers and facilitators, and has delivered some 88,000 online training courses. Although this is significantly less than the number of face-to-face training courses, the online audience trebled in 2013.

Online learning is not meant to replace traditional teaching methods and it can be blended with face-to-face learning to create a powerful learning package. Importantly, online learning can reach people who may not otherwise be reachable, and it can be the first point of contact with the work of the Red Cross Red Crescent.

Promoting universal access to technologies

The global digital divide is reflected in National Societies; some are using cutting-edge technologies, others are barely connected to the internet.

Importantly, many of the examples above are the results of collaboration between National Societies, but more is needed. National Societies in the poorest countries have a critical role to play in responding to disasters, but they are often the least equipped to do so, and this extends to the technological tools that would allow them to be more effective.

The Red Cross Red Crescent should focus on the obvious opportunities – what are often called ‘low-hanging fruit’. Some technologies have a demonstrated benefit, are simple to use, easy to integrate into existing processes, and have little to no cost. We must build on the technologies that populations already have, like mobile phones with basic features.

To address these challenges, the IFRC must support a rigorous evaluation of technology, and create space for National Societies to share experience and lessons learnt.

Maximizing our humanitarian action

As the examples above show, new technologies often deliver the best results when they are blended with more traditional methodologies. It requires leadership and management expertise – as well as time and effort – to identify the ways in which technology can improve the effectiveness of humanitarian action.

Working out how we use technology is crucial because the variables are numerous: local context, language, technology availability, internet access, commonality or availability of device, preferred social media platform and user habits are just some of them – and they are constantly changing.

The challenge for all humanitarians is not if we should use new technologies and the information generated in the process, but rather how and when we do it to maximize our humanitarian effectiveness.

^[1] TERA (Trilogy Emergency Relief Application) is the result of a partnership between the IFRC and the wireless telecommunications company Trilogy International Partners. TERA is a mobile phone application that allows aid agencies and mobile phone users in disaster areas to interact and listen in real-time.

RESPONDING TO COMPLEX EMERGENCIES



Syrian Arab Red Crescent

Syrian Arab Red Crescent volunteers continue to unremittingly provide aid and assistance to the people affected by the conflict in Syria.

The year was not short on complex emergencies, but their characteristics and the challenges they presented varied significantly. The Red Cross Red Crescent and its community-based volunteers are not only best placed to respond, but also to understand the realities faced by communities in need.

Many complex emergencies involve conflict, and sometimes the complexity lies in ensuring supplies and services can be delivered to the people who need it most, whichever side they are on. When the humanitarian supply chain and workers come under attack, the situation can quickly deteriorate for vulnerable people. The crisis in Syria has exemplified this more than any other emergency.

Syria: a year of escalation

The Syrian Arab Red Crescent continued to deliver life-saving assistance against the odds, sometimes, tragically, with the greatest of sacrifices. In September, the IFRC, together with ICRC, called on all parties to abide by their legal and moral obligations to ensure that civilians are protected and that Red Cross Red Crescent staff and volunteers are given full, safe and unhindered access to people in need. By the end of the year, however, a total of 32 Syrian Arab Red Crescent colleagues had died in the line of duty.

In 2013, the IFRC revised its appeals:

- twice for Syria – in July and November
- twice for Turkey – in May and November
- three times for Lebanon, Jordan and Iraq – in January, June and December

These seven revisions to the emergency appeals tell the story of the year in Syria: one of escalation. As violence and clashes increased, there was a sharp increase in the number of people who were either displaced internally or had fled to neighbouring countries – by the end of December, 6 million and 2 million, respectively.

The refugees in neighbouring countries may have escaped the violence, but their living conditions remain just as precarious, and they joined hundreds of thousands of existing refugees from other conflicts, putting serious pressure on the capacities of host communities. With competition for resources, tensions started to become apparent, and the humanitarian situation in Lebanon and Jordan became particularly acute.

Emergency appeal facts

SYRIA

27.5 million CHF > 106 million CHF

LEBANON, JORDAN, IRAQ

4.6 million CHF > 43.6 million CHF

TURKEY

32.3 million CHF > 44.2 million CHF

Total appeal budget = 194 million CHF*

* The total budget for the revised Syrian appeal amounts to 106 million CHF (Swiss francs), of which approximately 35 per cent has been raised. For the remaining 65 per cent (69 million CHF), the IFRC is seeking support in cash, in-kind goods or services.

Philippines: catastrophic and complex emergencies

The people of the Philippines are no strangers to disasters, but 2013 brought such severe ones that the country was brought to its knees. First came monsoon rains, Tropical Storm Trami and Typhoon Utor; then an earthquake hit the island of Bohol. Next came Typhoon Haiyan – the most powerful typhoon ever to make landfall, and it did so five times – striking the final and heaviest blow and affecting 10 million people. It combined winds, rain and tsunami-like waves that devastated huge swathes of the country. Communities, already struggling from disasters earlier in the year, were overwhelmed.

The Philippine Red Cross responded under extremely difficult circumstances, with many staff themselves affected. Logistical challenges plagued all humanitarian operations and remote communities had to fend for themselves until help arrived. The weather was partly to blame, making it difficult for planes to land and ships to dock. Many airports and ports were damaged and the ones that were open struggled to cope with the volume of incoming aid. Debris and collapsed infrastructure played a role too, just as it had in Haiti, blocking roads and access.

The global Red Cross Red Crescent network swung into action and specialized emergency response teams from around the world arrived to assist the Philippine Red Cross. Experts in logistics, disaster assessment, shelter, health, and water and sanitation worked alongside more than 6,000 Philippine Red Cross volunteers to assist people in need.

As the sheer scale of the disaster became apparent, financial support flooded in from around the world, and a new global fundraising effort was put in place with Facebook and iTunes. The International Red Cross Red Crescent Movement launched an appeal for 87 million Swiss francs: the IFRC appealed for 72 million Swiss francs and ICRC for 15 million Swiss francs to assist the 10 million people affected.

Central African Republic: conflict, separation and dire conditions

Conflict in the Central African Republic (CAR) culminated in the ousting of the government in March 2013 by rebel forces. The unrest and violence

that followed forced thousands of people to cross the border into the Democratic Republic of Congo. The precarious security situation led many aid agencies to withdraw their staff from the country.

Recognizing the continued presence of the Central African Red Cross Society in communities, the Global Fund awarded a grant to the IFRC to deliver 2.3 million long-lasting insecticide-treated bed nets to 4.8 million people in CAR. Malaria is the number one cause of morbidity and mortality in CAR, and cases in the north had doubled since the conflict began.

Significant numbers of children crossed the border and the Red Cross of the Democratic Republic of the Congo feared as many as 2,000 children were separated from their parents in the first few months. Reuniting families was an important element of the Red Cross work.

Of the people who crossed the border, some moved in with host families, who were willing to share their scant resources. The majority, however, settled on the banks of the Ubangui River, preferring to live in makeshift camps close to the border with their homeland, surviving on fish from the river.

Both sets of living arrangements presented an immediate humanitarian challenge. On the one hand, there were people scattered along a 600-kilometre stretch of the riverbank in a remote area without access to clean water and sanitation. On the other hand, there was an influx of refugees living with host communities whose limited resources were soon overwhelmed.

The IFRC's appeal supported the Red Cross of the Democratic Republic of the Congo to assist 15,000 people with emergency shelter, water and sanitation, and healthcare services. Malaria, diarrhoea, typhoid fever, malnutrition, acute respiratory infections and intestinal parasites are all common in the region and healthcare became a number one priority for refugees and hosts alike. The National Society set up mobile health clinics, delivered relief items on barges along the Ubangui River, and strengthened community infrastructure in host communities.



RESPONDING TO SILENT DISASTERS

Europe in crisis: Thinking differently

Five years after the onset of the economic crisis, rather than improving, the situation in Europe has deteriorated. In early 2013, the IFRC surveyed National Societies and received information from 42 societies in Europe and Central Asia. This was then compared with information from a survey that was carried out in 2009. The results were presented in a report, *Think differently*.

By 2013, millions more were queuing for food, unable to buy medicines and without access to healthcare. Millions have found themselves without a job. Substantial numbers of those in work have found it difficult to sustain their families because of the disparity between wages and prices.

There were five key trends of concern, which are summarized below.

In response to these alarming trends, many National Societies have expanded their domestic programmes. In 22 of the surveyed countries, the amount of people depending on Red Cross food distributions increased by as much as 75 per cent between 2009 and 2012. Other National Societies have reported that, although they are trying to assist as many people as possible, they have serious concerns that they cannot do more to help all those affected.

TREND 1: The poor getting poorer

- ↳ The crisis has increased the number of people living in poverty.
- ↳ The gap between rich and poor is increasing.
- ↳ More people are asking for food aid as well as other kinds of assistance.
- ↳ The humanitarian impact of the crisis is being felt despite any economic upturn.

TREND 2: The new poor

- ↳ Ordinary working people are struggling to cover all their basic costs.
- ↳ The number of people in the middle-income group continues to fall.
- ↳ The number of people at risk of falling below the poverty line continues to increase.

TREND 3: Weakening health

- ↳ Cuts in public health during times of crisis might cost more in the long run.
- ↳ There is an increase in people suffering depression or other mental health problems.
- ↳ People may adopt unhealthier behaviours, although the opposite may also be true.

TREND 4: Migration and mobility

- ↳ Migrants and asylum-seekers are vulnerable and may need additional support.
- ↳ The public stance on migrants has toughened in some countries.
- ↳ Falling levels of overseas remittance is a serious problem.

TREND 5: Unemployment

- ↳ National Societies are involved in more programmes that assist unemployed people.
- ↳ The potential social consequences of high unemployment rates are a growing concern.
- ↳ The number of volunteers has increased as more people face unemployment.

Fast facts

3.5 MILLION

Number of people receiving food aid from Red Cross Red Crescent programmes in 22 European countries

43 MILLION

Number of Europeans who do not get enough food to eat each day*

18 MILLION

Number of people receiving EU-funded aid*

120 MILLION

Number of Europeans at risk of poverty*

8.9%

Europeans with jobs who live below the poverty line**

* In the Eurostat countries

** Source: Eurostat

Towards long-term food security

In 2013, the IFRC launched a number of emergency appeals for food insecurity – all of them in Africa – but the gravity of these emergencies was largely unnoticed. Food insecurity, with all its complex causes, continued to threaten lives and livelihoods on the continent, particularly in sub-Saharan Africa. The IFRC supported National Society responses in Sudan, Namibia and Zimbabwe, as well ongoing responses in Angola, Malawi and Lesotho.

About half of sub-Saharan African National Societies have implemented food security programmes, which are designed to improve the availability, access and utilization of food in communities. The IFRC considers these three components as interrelated and essential to achieving long-term food security.

Throughout 2013, the people of Sudan continued to suffer an ongoing cycle of displacement and vulnerability – resulting from conflict, natural disasters, epidemics and food insecurity. It was estimated that 1.4 million displaced people in camps were in need of food aid. The IFRC launched an appeal for more than 3.7 million Swiss francs to support the Sudanese Red Crescent to provide critical assistance to 150,000 of the most vulnerable people.

In July, the IFRC launched an appeal to support the Namibia Red Cross to assist people in northern Namibia facing food shortages. Some 14 per cent of the country's population needed assistance when crops failed because of a severe drought during the 2012–2013 season. The Namibia Red Cross feeding schemes were extended, together with community-based maternal, infant and young child nutrition, and preparedness activities to help communities better cope with future droughts.

Like Namibia, Zimbabwe suffered a severe drought in 2012–2013 that resulted in a poor harvest. Food prices soared and more than 2.2 million people did not have enough to eat. The Zimbabwe Red Cross Society focused its response in the district of Gwanda as it was severely affected. The IFRC's emergency appeal helped the Zimbabwe Red Cross Society to provide immediate life-saving

assistance, through food vouchers and safe water, for 10,500 people. Longer-term activities aimed at strengthening livelihoods and income generation were also carried out with communities.

Underlining the IFRC's commitment to longer-term food security, a partnership agreement was signed with the UN's Food and Agriculture Organization (FAO). FAO will provide technical guidance to complement the Red Cross Red Crescent network of 17 million volunteers. The two organizations have drawn up a three-year action plan that includes activities to address climate change and combat land degradation, and to reduce food losses and waste. Focus countries and regions for joint activities are likely to include the Sahel and the Horn of Africa.

A campaign to turn up the volume on silent disasters

For every disaster that we respond to, there are nine others that are forgotten or ignored. So why does the spotlight focus on certain disasters, but leave others in the shadows? Slow-onset disasters don't grab the attention, the death toll or humanitarian impact might be hard to quantify, and complex disasters are difficult to explain. Any disaster involving war, political turmoil or disease will fight an uphill battle for recognition and understanding.

To raise awareness about silent disasters, the IFRC joined up with 11 Red Cross National Societies in Europe and the European Commission's Humanitarian Aid and Civil Protection (ECHO) to produce a joint communications campaign. The four-week campaign targeted 8 million European



Namibia Red Cross volunteers stir a huge pot of maize meal at a soup kitchen at the Red Cross branch in Opuwo. The worst drought in 30 years to hit Namibia left 30 per cent of the population in need of immediate food assistance.

Hanna Butler/IFRC

citizens and included a 50-second film spot for European cinemas and television. Cleverly designed, the hard-hitting film emulated a movie trailer and closed with a strong message about silent disasters and our work together to respond to them.

The film spot was backed up by a campaign on other channels – including social media, websites and traditional media – and comprised web articles, video testimonials, online photo exhibitions and an opinion piece.

The campaign reached significantly more people than expected across all channels, with a staggering 90.7 million people reached in Europe and around the world. Specifically, the campaign materials and messaging reached 76.9 million people through traditional media channels, more than 8.5 million people through cinemas and television, and more than 5.2 million people on social media channels and websites.

Whilst the campaign is considered successful in terms of its reach, we can only continue to work with our partners to respond to all disasters – large and small – and to highlight the plight of people who are suffering in silence. For millions of people around the world, there is no fairy tale ending.

The silent disasters campaign was made possible with the support of our long-standing partner ECHO and the Red Cross societies of Austria, Belgium, Bulgaria, Finland, France, Germany, Hungary, Ireland, Portugal, Spain and the Netherlands.

COMMUNITY-BASED WORKERS CAN REDUCE HEALTH INEQUITIES



Working to reduce health inequities

The issue of health inequities within countries and between them is high on the post-2015 development agenda, and with good reason. In 2010, it was estimated that at least 1 billion people around the world were without access to essential health services, due to a lack of availability or affordability. In developing countries, there is an acute shortage of doctors with an average ratio of one doctor for every 250,000 patients.

Part of the solution lies with governments and improvements to the formal health system in their countries, but this is only part of the answer. We are working in many countries to support the formal health system – with blood banks, ambulance services, clinics and hospitals – and we are also working to strengthen community-based health. The role of the community-based health worker, including community health volunteers and other frontline health workers, is being increasingly recognized for its potential contribution in improving access to healthcare and making it more affordable. Governments need to mobilize and support community health volunteers.

Well-trained volunteers with the right support and environment can extend the public health system by providing referrals, services related to immunization

and first aid, basic malaria and tuberculosis care and treatment, and behavioural change education for water, sanitation and preventative behaviour. Community-based health can go beyond providing basic care to individuals and it can foster community-based action and enhance the interface between communities and the formal health system.

Water, sanitation and hygiene: life-saving and life-giving

A lack of access to water and sanitation and poor hygiene is one of the principal causes of death and disease worldwide. Globally, 2.5 billion people do not have access to basic sanitation facilities, which leads to a loss of productivity and forms a major barrier to development. Losing access to water and sanitation during an emergency or crisis is equally as life threatening. Providing access to these services is one

of the highest priorities in an emergency response. The IFRC is one of the world's major actors in water and sanitation, and each year, on average, it meets the water and sanitation needs of 3 million people. It works to provide services both in sudden onset situations, as well as through longer-term development programmes. The Red Cross Red Crescent's emergency response units have specialist water and sanitation modules that can be deployed within hours, together with expert staff and trained volunteers.

The Red Cross Red Crescent Global Water and Sanitation Initiative (GWSI) promotes a common but adaptable approach among National Societies to establish large-scale, long-term sustainable water and sanitation programmes. Launched in 2005, GWSI was originally planned to target 5 million people over 10 years, but will triple its target by 2015. In 2013, the IFRC's Global Water and Sanitation Initiative carried

out a mapping exercise, which confirmed that it is on track to reach that goal. The initiative has now been extended for a further 10 years to 2025, with a new cumulative target to reach 30 million beneficiaries by that time.

The initiative has mapped over 450 projects worldwide in 80 countries and involves 104 Red Cross Red Crescent National Societies. By the end of 2013, the Red Cross Red Crescent had delivered water and sanitation services to over 12 million people worldwide, and had reached over 5 million people with hygiene promotion activities and campaigns.

Innovation in this area is also crucial, and the IFRC is leading a consortium with Oxfam and WASTE to research and provide innovative solutions to sanitation in emergencies.

FAST FACTS 2013



106 National Societies used the community-based health and first aid approach. They reached **5,052,477 beneficiaries**.



EMERGENCY HEALTH

The Red Cross Red Crescent responded to 20 epidemics such as dengue, cholera, ebola and polio and assisted nearly **9 million beneficiaries**.



WATER, SANITATION AND HEALTH SUPPORT IN EMERGENCIES

By the end of 2013, the IFRC Global Water and Sanitation Initiative (GWSI) had provided water and sanitation services or information on hygiene and disease prevention to **12 million people**.



MALARIA

21,000 Red Cross Red Crescent volunteers supported malaria-prevention activities and reached more than **8 million beneficiaries**.

MAKING A DIFFERENCE BY BUILDING CAPACITIES

Organizational Capacity Assessment and Certification (OCAC)

Building the strengths and capacities of National Societies is at the core of the IFRC's Strategy 2020. The Organizational Capacity Assessment and Certification, or OCAC process, plays a key role in helping National Societies develop and grow by identifying their own strengths and weaknesses. Launched in 2011, 48 National Societies have now completed phase 1 of the capacity self-assessment, and more are getting ready to do so.

In Russia, the size of the country has meant that independent OCAC workshops were held in six regions, before a final countrywide self-assessment workshop. Assessments such as these not only allow participants to get a better picture of how the National Society works as a whole, but they foster greater collaboration and discussion between different components of the organization – between branches and headquarters, and between volunteers, staff, senior leaders and governance. They also lead to concrete follow-up actions as the process allows National Societies to focus on self-identified weaknesses, which can either feed into a development plan or can form part of the strategic planning process.

The phase 2 methodology for OCAC was developed towards the end of 2013, and it was piloted in two

National Societies, Macedonia and Georgia in early 2014, both of which had successfully completed the requirements for phase 1. It is expected that these two National Societies will become the first two officially certified OCAC National Societies, pending the approval of the IFRC Governing Board.

The success of the OCAC process has inspired the development of other assessment tools in the Movement, including the Branch Organizational Capacity Assessment (BOCA), which was developed by The Netherlands Red Cross, and the safer access assessment tool developed by ICRC.

The Learning platform

The Red Cross Red Crescent network has a strong culture of learning and improving, and the Learning platform is a key component of enabling this for all its volunteers and staff. Recognizing that people are its most important asset, the IFRC developed the Learning platform, which offers everyone access to free and high-quality learning and training. The Learning platform is not just about training and courses, it's also a space where creativity and new ideas are stimulated, and knowledge and expertise can be exchanged.

There are more than 100 learning opportunities available, and the three most popular organizational training courses are 'The World of Red Cross and

Red Crescent', 'Stay Safe Personal Security' and the 'Volunteering Basic Course' – in fact, volunteers remain the most active group of learners on the platform. The completion rate for training is 55 per cent, which exceeds the industry standard of 50 per cent.

In 2013, the British Red Cross adopted and branded the platform. They joined the Swedish Red Cross and Australian Red Cross in integrating it into their National Societies' learning and development processes. In the same year, the Mexican Red Cross and the British Red Cross reached a staggering 10,000 users. Around the world, a total of 11 National Societies had more than 1,000 users and 70 National Societies had more than 100.

One of the reasons for the platform's success around the world is the fact that resources are available in a range of languages, including English, Spanish, French, Arabic, Chinese and Russian, as well as other non-official languages. Many courses are available in as many as 13 different languages.

Since it launched in 2009, the Learning platform has seen 88,000 online training courses delivered, with an estimated added value of over 17 million Swiss francs. In 2013 alone, more than 48,000 online training courses were delivered, with an estimated added value of more than 9.5 million Swiss francs. By

the end of 2013, more than 100,000 learners from 189 countries had joined the learning community. The numbers trebled in 2013, an impressive achievement after the numbers had doubled in 2012.

Advancements in logistics

Recognized for its excellence in logistics and supply chain coordination, the IFRC's Global Logistics Service has a core mission to support Red Cross Red Crescent operations, but it also provides services on a non-profit basis to other humanitarian actors.

In 2013, the Global Logistics Service supported, on average, 21 operations each month. For the Syria crisis, it delivered 15 million Swiss francs of emergency aid over the year. In the first four weeks of the Typhoon Haiyan response in the Philippines, a total of 40 million Swiss francs of aid and goods were mobilized and delivered, and 25 logistics staff were also deployed.



The IFRC continued to implement its Disaster Management Delivery System (DMDS), which will enable the organization to complete its enhanced accountability framework. The system will deliver significant improvements in functionality, with real-time reporting that will inform operational planning, as well as an enhanced audit trail and key performance indicators. It will also fill the existing gaps of beneficiary registration, distribution planning and cash programming. The module to support cash transfer programming was successfully piloted in Senegal.

The implementation phase in 2013 involved mapping nearly 60 business processes and two testing cycles. After it has been deployed and proven stable in supporting the secretariat's operations, an evaluation will take place to see how its modules might be extended to National Societies.

National Societies are also the focus of a capacity development project – National Society Logistics Capacity Enhancement (NSLCE) – which the Global Logistics Service has developed to build the logistics capacities of Red Cross Red Crescent societies. By the end of 2013, 19 National Societies were taking part in the process.

Under the partnership agreement with Airbus Corporate Foundation, the Global Logistics Service coordinated a donated flight to deploy a Finnish ERU hospital to Jordan and a helicopter for operational support inside the Philippines. Cooperation of this type exemplifies how a range of parties can come together to maximize their humanitarian impact.

Digital Divide Initiative

The programme aims to assist 80 National Societies to strengthen their ICT capacities in order to deliver their programmes and services effectively, manage themselves efficiently and participate fully as members of the Red Cross Red Crescent network. By the end of 2013, 28 National Societies had completed ICT projects and a further 12 had prepared ICT development plans.

Following the highly successful survey of National Societies' ICT capacities in 2011, the exercise was repeated in 2013 to measure change over the past two years. The survey calculates an ICT capacity index to quantify National Societies' capacities in relation to their needs. Strikingly, among the 59 National Societies identified as priorities for assistance, the score increased by an average of just 6.1 per cent over the two years; among the 28 National Societies that have undertaken the Digital Divide methodology, the score increased by an average of 31.5 per cent, which demonstrates the impact of programme.

Despite this progress, there remains a stark digital divide within the Red Cross Red Crescent network. National Societies carrying out international programmes had an average ICT capacity index of 73.7 (on a scale of 100), while the National Societies with which they work had an average ICT capacity index of 35.

The importance of the Digital Divide Initiative was emphasized once more when it was included as part of National Society capacity building framework approved at the General Assembly in 2013, but it

needs urgent funding to continue and to build on the progress already made.

Establishing a baseline to measure results

At the General Assembly in November 2009, 187^[2] National Red Cross and Red Crescent Societies committed to reporting their results against common indicators measuring performance dimensions agreed within Strategy 2020. Over the last four years, the number of National Societies providing annual data through the Federation-wide Databank and Reporting System (FDRS) has grown steadily.

During 2013, all National Red Cross and Red Crescent Societies provided data for one or more indicators, and 64 per cent of the National Societies provided data on all the identified indicators^[3], establishing a Federation-wide baseline. The baseline will facilitate the task of tracking trends and measuring progress over the current decade of Strategy 2020 implementation and beyond.

The data submitted by National Societies through the Federation-wide Databank and Reporting System has been visually presented through an interactive web application that has been developed and integrated into the public website. Go to www.ifrc.org/data to access the platform.

The Fundamental Principles: unchanged but under review

The Fundamental Principles define the Red Cross and Red Crescent. As a whole, the Movement, works to ensure they are understood and relevant to everything it does. Although the Fundamental

Principles remain unchanged for nearly half a century, it is crucial that they are re-examined in order to understand how they apply in a changing world and in different contexts.

In 2013, the Red Cross Red Crescent completed the first phase of an initiative to examine the relevance and application of the principles. The initiative consisted of structured conversations and guided discussions across the Movement, involving 115 National Societies, as well as the IFRC and ICRC. This first phase culminated in a meeting at the Council of Delegates in Sydney, and a series of regional workshops will take place in phase 2.

A new publication, available in five languages and entitled 747 (7 skills for 7 Fundamental Principles), is also designed to increase understanding and the application of the principles.

Prioritizing gender, diversity and disability

The IFRC has been working to ensure the issues of gender, diversity and disability are prioritized throughout the Red Cross Red Crescent network. The IFRC has developed a Strategic Framework on Gender and Diversity Issues, which was endorsed by the Governing Board in May 2013.

In November 2013, the Council of Delegates of the International Red Cross and Red Crescent Movement adopted a resolution affirming that the inclusion of people living with disabilities is a priority for the Movement. Co-sponsored by 35 National Societies, the resolution will lead to the development of a Movement-wide strategy by 2015.

Youth as agents of behavioural change (YABC)

In 2013, 240 peer educators were trained in 11 YABC training courses. This brings the total number of peer educators to 882 around the world, across 113 National Societies, the IFRC and ICRC, as well as six external organizations.

The YABC toolkit was also finalized and presented during the Council of Delegates workshop on humanitarian education. It comprises 56 non-cognitive and experiential activities on the themes of a culture of non-violence and peace, and behavioural skills.



IFRC

Youth volunteers take part in a workshop as part of the IFRC's Youth as Agents of Behavioural Change programme.

^[2] Before the admission of the South Sudan Red Cross and the Cyprus Red Cross.

^[3] Number of volunteers, number of staff, number of people donating blood, number of local units, number of people reached, total income and expenditures.

GLOBAL PARTNERSHIPS FOR GREATER HUMANITARIAN IMPACT

A dedicated forum for major donors

In 2012, the IFRC established its donor advisory group as a forum for the organization's major donors. Donors who provide over 10 million Swiss francs to the IFRC for two consecutive years are invited to join the group. In 2013, members of the group represented over 50 per cent of the IFRC's income and its current members include Canada, the European Union, Japan, Norway, Sweden, the United Kingdom and United States.

As the IFRC's Governing Board is composed solely of National Societies, the donor advisory group provides a platform for high-level strategic and policy dialogue with donor governments on global humanitarian and longer-term development issues. It also allows for discussion on areas of specific interest such as aid effectiveness, accountability and transparency. Key themes discussed by the group in 2013 included resilience, response to key humanitarian challenges and how to build the capacities of National Societies.

Global reach for global partnerships

The Red Cross Red Crescent is working globally to develop long-term strategic partnerships with the corporate sector. With its presence in 189 countries, the Red Cross Red Crescent is the only humanitarian

CORPORATE PARTNER: FOCUS ON LAND ROVER

In 2013, Land Rover and the IFRC extended their longstanding partnership for an additional five years. The partnership aims to provide 15 million pounds (21.8 million Swiss francs) worth of support to help reach thousands of beneficiaries in over 30 countries by 2018.

Land Rover is working with National Societies to improve water and sanitation, health and social care, and is helping communities prepare for disasters. Land Rover will also loan vehicles to help the IFRC access hard-to-reach communities if necessary. For example, Land Rover provided four vehicles with drivers and insurance during Typhoon Haiyan in the Philippines in 2013.

The partnership with Land Rover dates back to 1954 when the company supplied a Series 1 Land Rover to the British Red Cross in Dubai as a mobile dispensary. Between 2007 and 2013, the relationship generated over 6.4 million pounds (9.3 million Swiss francs) worth of support, reaching more than 800,000 vulnerable people. This included 1 million pounds (1.5 million Swiss francs) raised by Land Rover through the 'Journey of Discovery' in 2012, which celebrated the one millionth Land Rover Discovery vehicle with a 16,000 kilometres expedition from Birmingham to Beijing. Funding resulting from the journey will help provide safe water and sanitation to 45,000 people in Uganda by 2015.

"We are proud to continue our support of the IFRC and the excellent work it does to bring help and relief to people in need. As a business we are committed to bringing positive change to the lives of 12 million people by 2020 and our Global Humanitarian Partnership is a key element in achieving this goal, delivering practical, sustainable help to communities and individuals worldwide. With the use of Land Rover vehicles we are also able to help the Red Cross Red Crescent go into remote territories that would otherwise be hard to reach. This is often where the most vulnerable people are and, therefore, need support."

Mark Cameron, Jaguar Land Rover

LOGISTICS EXCELLENCE IN THE UNITED ARAB EMIRATES

Since 2011, the government of the United Arab Emirates has made a significant contribution to the IFRC by hosting its logistics unit in Dubai as a part of the International Humanitarian City (IHC). Established as an independent, free zone authority, the IHC is now the world's largest and busiest logistics hub for humanitarian aid, with over 55 international agencies and NGOs.

Thanks to the IHC's strategic location, from which two-thirds of the world's population can be reached in eight hours, the IFRC has been able to deliver assistance to some of the world's worst humanitarian crises. With the ability to pre-position disaster response supplies, the IFRC's Global Logistics Service is able to deliver aid for humanitarian operations quickly and cost-effectively.

In 2013 alone, the IFRC's logistics unit in Dubai supported operations in more than 60 countries by mobilizing and delivering more than 20 million Swiss francs worth of aid. In response to the Syria crisis, the IFRC procured and delivered 6,750 tons of life-saving aid through the unit in Dubai to support the work of the Syrian Arab Red Crescent.

The IHC's in-kind contribution to the IFRC is annually estimated at 505,921 Swiss francs, and covers the value of the office, storage facilities and utilities. The IHC also facilitates customs clearance and other formalities, increasing operational efficiency. The IFRC expresses its gratitude to the United Arab Emirates for its generous support, and to the Emirates Red Crescent, which played a central role in forging this important partnership.

PROMOTING PEACE THROUGH KATARA

On 15 May 2013, the IFRC's Secretary General Bekele Geleta signed a partnership with Qatar's Cultural Village Foundation, Katara. Katara is a place where people come together to experience the cultures of the world; it is committed to promoting cultural exchange, encouraging tolerance and understanding, fostering peaceful dialogue, and contributing to and raising the cultural movement in Qatar.

As part of the partnership, Katara generously agreed to donate the annual proceeds from its 5,000-seat outdoor amphitheatre to the IFRC. Funds from the ticket sales will help to build more resilient and peaceful communities in the Middle East and North Africa, and will support the strengthening of National Societies in the region.

network that can match the footprint of large multinational companies to jointly deliver global partnerships in collaboration with a company's markets at national level.

The Red Cross Red Crescent's 17 million volunteers, its local presence and community knowledge, as well as its auxiliary role to governments, are all factors that make the Red Cross Red Crescent a valuable partner for the corporate sector.

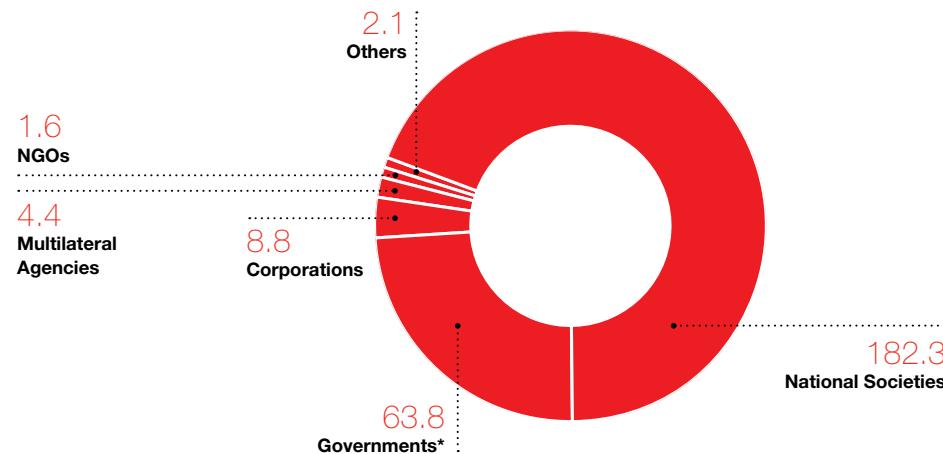
Gulf partners play vital role

As the humanitarian crisis in the Middle East and North Africa region has deteriorated, we have seen the governments and National Societies in the Gulf region emerge as committed partners in humanitarian and development assistance. Not only are they contributing resources, but also skills, ideas and personnel to support international humanitarian efforts.

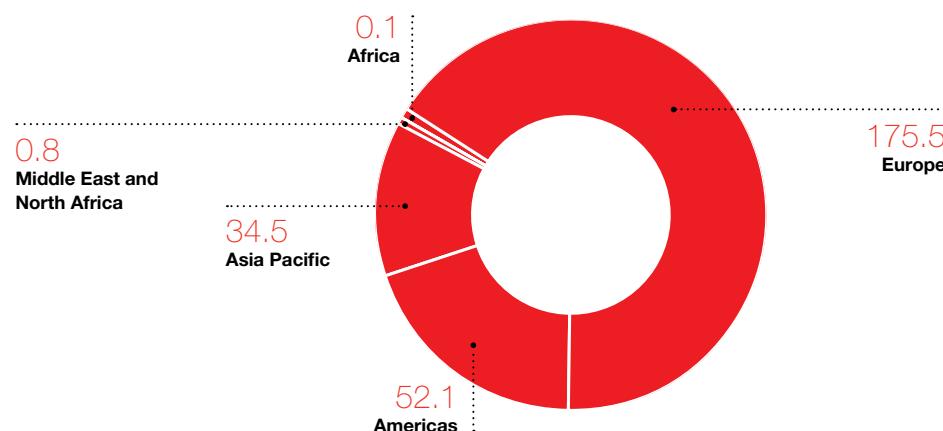


The IFRC's logistic unit in Dubai is a vital asset for the whole Red Cross Red Crescent network. Its strategic location allows relief to reach two-thirds of the world's population in 8 hours.

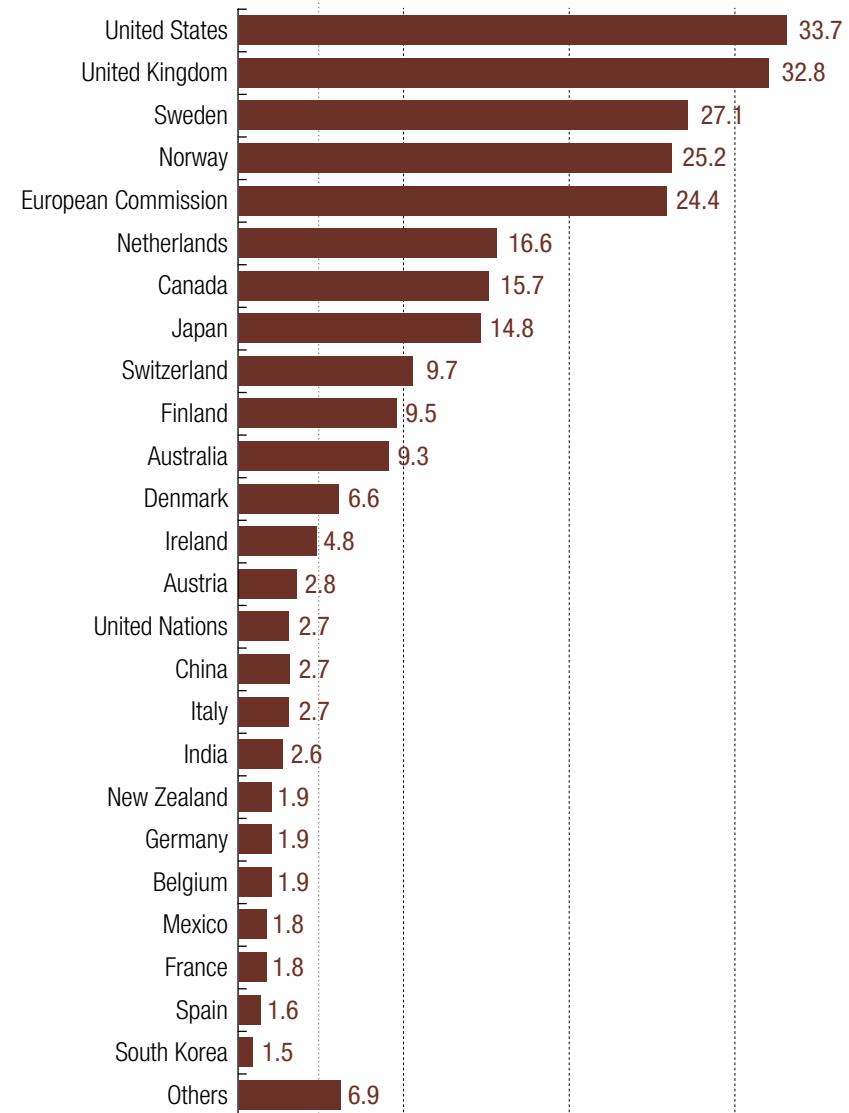
Contributions by donor type (in millions CHF)



Contributions by donor geography (in millions CHF)

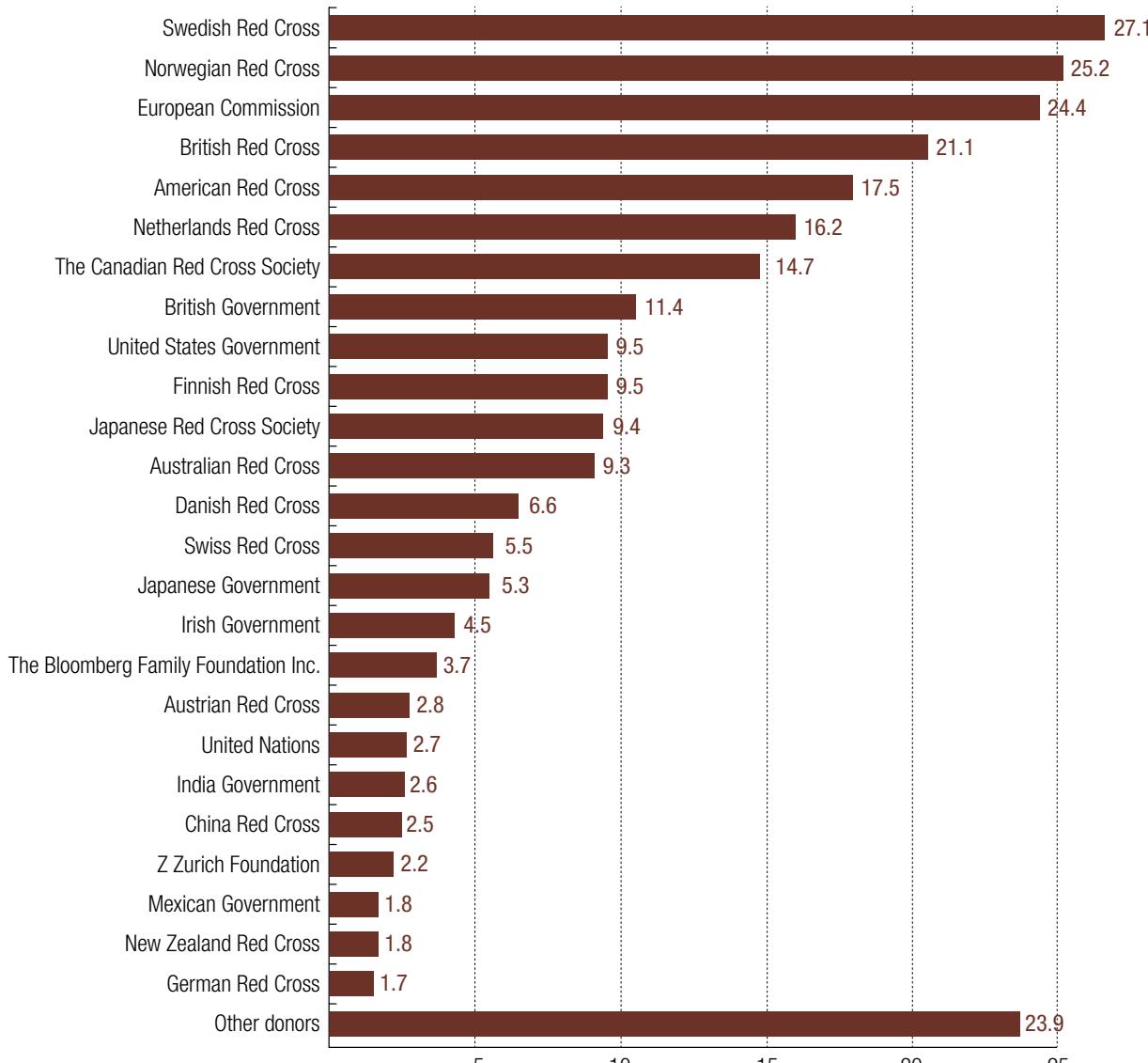


Top 25 donor countries* (in millions CHF)



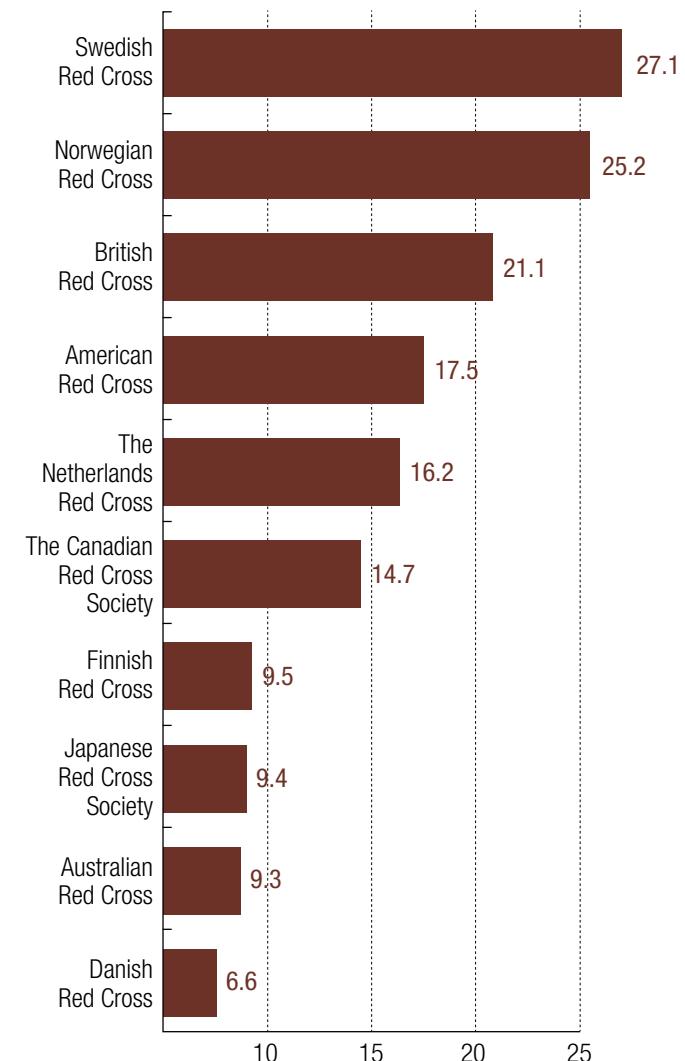
* Sum of contributions from all donors within a country

Top 25 donor organizations* (in millions CHF)



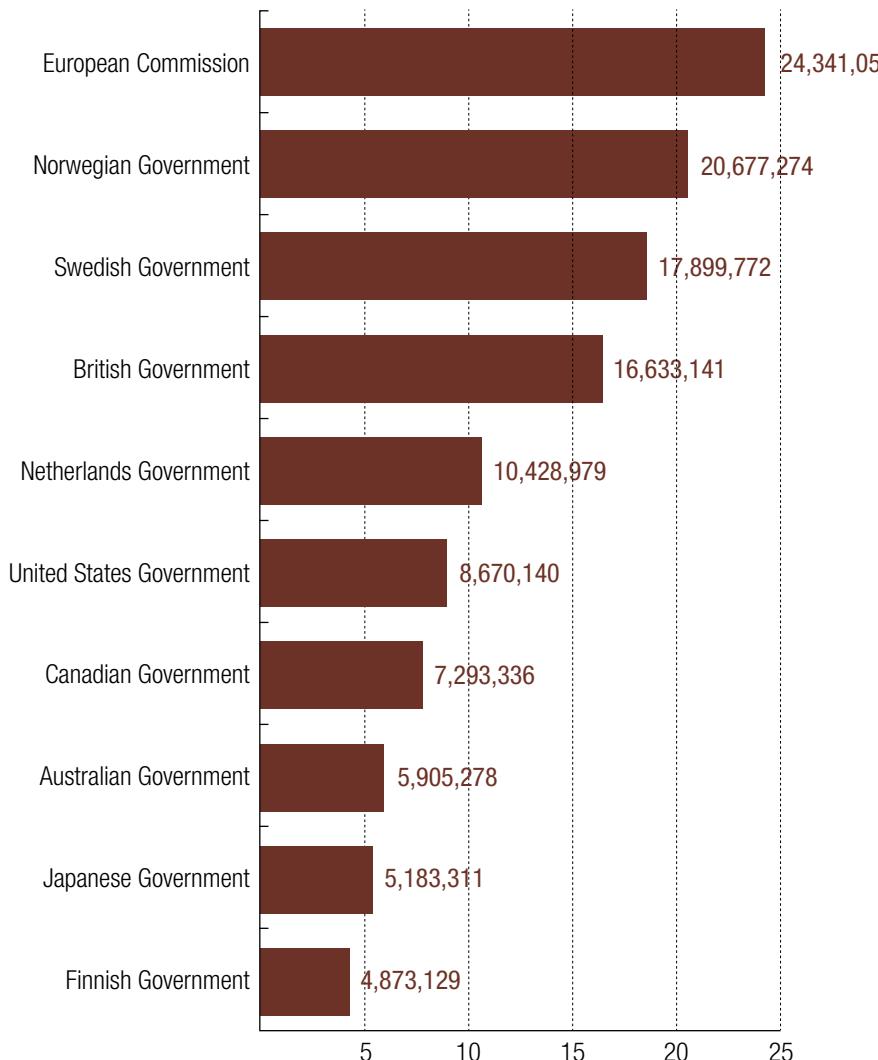
* Sum of contributions from all donors within a country

Top 10 National Society donors (in millions CHF)



Top 10 government funding sources*

(in millions CHF)



We would like to acknowledge the very generous in-kind support from the governments of Switzerland and the United Arab Emirates.

Since 2011, the government of Switzerland has contributed to the IFRC by providing in-kind support and guidance for the demolition and reconstruction of its headquarters building in Geneva to be delivered by 2018. It has facilitated the process with the local, cantonal and federal authorities through a high-level steering committee. This includes the demolition of old buildings, the authorization for a new six-floor building, all site authorizations, a 50-year right of land (*droit de superficie*) contract for the property of 17,000 m², which has been provided to the IFRC by the cantonal authorities of Geneva.

The in-kind contribution of the land is valued at 21.7 million Swiss francs. In addition, an official request for a federal construction loan at 0 per cent interest and a duration of 50 years to finance the construction of the new building (54 million Swiss francs) has been presented to the Swiss Federal authorities and will have to be approved by the Swiss Parliament.

Since 2011, the government of the United Arab Emirates has contributed to the IFRC by hosting its logistics unit in Dubai as a part of the International Humanitarian City (IHC). The IHC's in-kind contribution to the IFRC is annually estimated at 505,921 Swiss francs, and covers the value of the office, storage facilities and utilities.

The data presented on page 33 is **unaudited**. It is based on information provided by National Societies and includes funding from states made via National Societies.



* Governments direct and governments via National Societies

We would like to acknowledge and thank other donors who have provided support in excess of 100,000 Swiss francs to the IFRC.*

- The Bloomberg Family Foundation
- Z Zurich Foundation
- UN Refugee Agency (UNHCR)
- OPEC Fund for International Development
- United Nations Foundation (UNF)
- CARE International
- World Health Organization (WHO)
- United Way
- GAVI Alliance
- Mondelez International
- The Global Fund (to fight AIDS, TB & Malaria)
- Coca-Cola Foundation
- Nestlé
- PricewaterhouseCoopers
- Stop AIDS Now
- Lars Amundsen Foundation
- Velux Foundation
- International Pharmaceutical & Manufacturing Association (IFPMA)
- Michelin
- Toyota Motor Corp.
- Hewlett Packard Co. Foundation
- Shell

- Total
- United Nations Development Programme (UNDP)
- Pan American Health Organization (PAHO)
- Medtronic Foundation
- World Food Programme (WFP)
- Coca-Cola
- Renault
- Y's Men International

* Donors are listed according to size of donation.

FINANCES

Unrestricted financial performance

The IFRC's unrestricted income consists primarily of statutory contributions from member National Societies. In both 2013 and 2012, the IFRC's unrestricted income totalled 39 million Swiss francs. The IFRC also funds unrestricted activities such as management and leadership through a 6.5 per cent indirect cost recovery against restricted programmes and services. Indirect cost recovery for both 2013 and 2012, amounted to 18 million Swiss francs.

The IFRC's unrestricted operating expenditure was 60 million Swiss francs in 2013. This compares with 48 million Swiss francs in 2012. The increase between 2012 and 2013 is mostly due to the accounting adjustments that result from following the requirements of International Accounting Standard 19 (IAS19) to account for the cost of the IFRC's pension plan for IFRC employees. The IFRC's pension plan is subject to Swiss law and was fully funded at the end of 2013.

With the aim of maintaining operational manoeuvrability, the IFRC has set an unrestricted working capital target of 35 million to 43 million Swiss francs. This manoeuvrability takes into account the IFRC's unrestricted cash flow needs and covers expenditure in advance of voluntary contributions being received from donors, particularly for emergency appeals, as well as

expenditure in advance of service fees being collected. At the end of 2013, the unrestricted working capital reached 50 million Swiss francs, higher than the upper bandwidth largely due to a better than expected financial portfolio performance.

During 2013, the IFRC's unrestricted reserves increased by 21 million Swiss francs, from 31 million in 2012 to 52 million Swiss francs at the end of 2013.

Restricted financial performance (programmes and services)

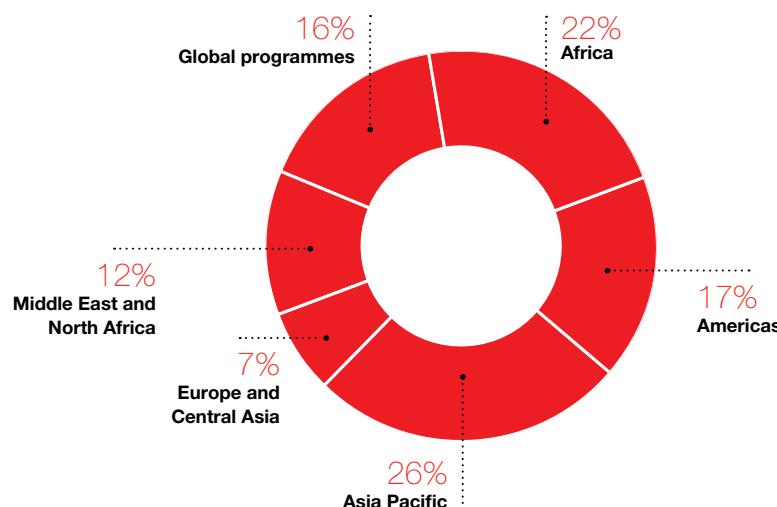
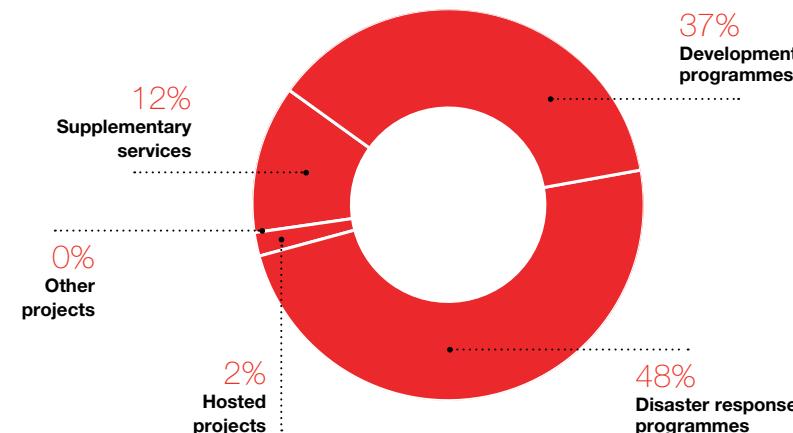
The IFRC received 263 million Swiss francs of voluntary contributions for 2013 in support of its appeals and programmes, compared with 234 million Swiss francs in 2012. This increase can be attributed to funding for the Philippines Typhoon Haiyan and Syrian crisis disaster operations, together with reduced income for development programmes.

The IFRC recovered 39 million Swiss francs of service fees in 2013 for fleet, logistics and other supplementary services. This compares with 27 million Swiss francs in 2012, with the increase being attributable to demand for new contracted services in Africa, together with increased demand for supplementary services in the Philippines Typhoon Haiyan and Syrian crisis disaster operations. Restricted operating expenditure (programmes and

services) stood at 300 million Swiss francs in 2013, compared with 295 million Swiss francs in 2012. The increase is attributed to a Syria crisis emergency operation offset by a continuing downward trend in development programming.

During 2013, funds held for field operations (restricted reserves) decreased by 23 million Swiss francs, from 232 million to 209 million Swiss francs, as funding for ongoing major recovery operations accumulated in previous years was expended. The remaining funds held for field operations are earmarked for ongoing recovery operations and development programmes.

Expenditures for the year ended 31 December 2013, analysed by category of programmes and geography



Consolidated statement of financial positions at 31 December 2013

	2013 (CHF 000)	2012 (CHF 000)
Assets		
Total current assets	349,390	352,538
Total non-current assets	41,115	39,825
Total assets	390,505	392,363
Liabilities and reserves		
Total current liabilities	96,900	86,695
Total non-current liabilities	31,864	42,905
Total liabilities	128,764	129,600
Restricted reserves		
Total restricted reserves – Funds held for operations	209,682	231,787
Unrestricted reserves		
Total designated reserves	1,946	2,366
Retained surplus	50,113	28,610
Total unrestricted reserves	52,059	30,976
Total reserves	261,741	262,763
Total liabilities and reserves	390,505	392,363

All figures in thousands of Swiss francs (CHF)

Consolidated statement of comprehensive income for the year ended 31 December 2013

All figures in thousands of Swiss francs (CHF)	Unrestricted	Restricted	Total	Total
	2013 (CHF 000)	2013 (CHF 000)	2013 (CHF 000)	2012 (CHF 000)
Operating income				
Contributions				
Statutory contributions	35,447	-	35,447	35,765
Voluntary contributions, net	3,105	259,934	263,039	234,661
Total contributions	38,552	259,934	298,486	270,426
Services income	-	38,758	38,758	26,498
Other income	612	3,347	3,959	2,577
Total operating income	39,164	302,039	341,203	299,501
Operating expenditure				
Employee benefits	44,643	96,754	141,397	133,219
Relief supplies	-	96,659	96,659	76,700
Transportation and storage	33	19,102	19,135	15,448
Equipment	166	5,375	5,541	7,954
Travel	2,966	7,934	10,900	12,121
Communications	1,870	2,612	4,482	4,906
Workshops and training	537	15,502	16,039	18,537
Information	1,285	4,516	5,801	6,763
Legal, professional and consultancy fees	2,915	11,707	14,622	14,110
Administration, office and general	6,545	7,187	13,732	14,034
Depreciation, amortization and impairment	953	4,648	5,601	5,862
Voluntary contributions reimbursed to donors	-	2,216	2,216	3,896
Write-offs and provisions for outstanding pledges and National Society receivables	(305)	(22)	(327)	(178)
Provision for unpaid statutory contributions	(1,944)	-	(1,944)	(644)
Provisions for operations	3	(265)	(262)	(2,468)

Consolidated statement of comprehensive income for the year ended 31 December 2013 (continued)

All figures in thousands of Swiss francs (CHF)	Unrestricted	Restricted	Total	Total
	2013 (CHF 000)	2013 (CHF 000)	2013 (CHF 000)	2012 (CHF 000)
Contributions to National Societies	65	24,097	24,162	29,208
Contributions to other organizations	429	1,504	1,933	3,311
Total operating expenditure	60,161	299,526	359,687	342,779
Other expenditure				
Indirect cost recovery, net	(17,880)	17,880	-	-
Other cost recoveries, net	(2,444)	2,444	-	-
Project deficit provision and write-off	508	(95)	413	75
Other allocations to projects	108	(108)	-	-
Total other expenditure	(19,708)	20,121	413	75
Net (deficit) from operating activities	(1,289)	(17,608)	(18,897)	(43,353)
Finance income/(expense)				
Finance income	4,329	5	4,334	6,345
Finance expense	(144)	(5,092)	(5,236)	(7,173)
Net finance income/(expense)	4,185	(5,087)	(902)	(828)
Net surplus/(deficit) for the year	2,896	(22,695)	(19,799)	(44,181)
Other comprehensive income				
Actuarial gains/(losses) on defined benefits for the year	18,055	-	18,055	(4,211)
Total other comprehensive income/(loss) for the year	18,055		18,055	(4,211)
Total comprehensive income/(loss) for the year	20,951	(22,695)	(1,744)	(48,392)
Attributable to:				
Restricted reserves	-	(22,695)	(22,695)	(61,284)
Unrestricted reserves	20,951	-	20,951	12,892
	20,951	(22,695)	(1,744)	(48,392)

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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