**International Federation of Red Cross and Red Crescent Societies**

**AFRICA ROAD MAP PROGRESS REPORT**

**January to December 2017**

**INTRODUCTION**

Over the last six months, the International Federation of Red Cross and Red Crescent Societies (IFRC) in Africa has continued to pursue the direction and specific milestones defined in the “IFRC in Africa, Road Map 2017 – 2020.”

Planning and decision making during the current reporting period were informed by the outcomes of progress assessment. Planning was also informed by corrective actions identified in the first half of 2017, and described in the “Road Map Progress Report, January to June 2017”.

Specifically, the last report indicated that good progress had been made against milestones related to health and care, as well as in terms of disaster risk reduction. The elements that had brought success to these areas of focus were reinforced, such as continued collaboration through shared leadership and accountability groups. Diverse stakeholders were also convened to drive partnership and a common understanding around building resilience, fighting cholera and responding to the food crisis. The previous progress report also noted that little progress had been made against milestones towards shelter goals.

We are pleased to report that in the last month of 2017, the IFRC and Luxembourg Red Cross reached an agreement to dramatically augment the capacity of National Societies to respond to shelter needs. Similarly, progress towards Strategies for Implementation around strengthening National Society Development and disaster management were sustained.

**VALUE PROPOSTION AND CONTEXT**

In the last progress report, the IFRC acknowledged that our unique value proposition around cross-border programming had not yet been realized. While no new cross-border projects were implemented in the second half of 2017, Movement partners did come together to make consolidated presentations that described a coherent strategy and cross-border activities to DEVCO and ECHO, for West Africa, Lake Chad and Southern Africa. We hope this is a sign of better things to come, including more coordinated planning among National Societies and with regards to future funding.

Strong Movement coordination continued in the second half of 2017, with agreements for “One Movement Plan” in South Sudan and the renewal of shared funding between ICRC and IFRC in Nigeria’s north-east for 2018.

The analysis of context that was articulated in the Road Map continues to accurately describe our operating environment. While the food crisis has become more localized in parts of Somalia and Ethiopia, the humanitarian context continues to be dire in South Sudan, north-east Nigeria, Central African Republic (CAR) and Somalia. In the second half of 2017, several recurring emergencies outpaced our expectations. The refugee crisis in Uganda has been compounded by a new influx of hundreds of people fleeing conflict in the Democratic Republic of Congo (DRC). It may be reaching a breaking point and have un-anticipated consequences. According to the UNHCR, more resources are urgently needed to upgrade the reception capacity and assist the new arrivals. This is particularly important, given that Uganda already hosts the largest number of refugees in Africa – some 1.4 million overall.

An outbreak of pneumonic plague in Madagascar required a diversion of resources, as it was both a form of plague that was less common than usual and outside the normal plague season (April).

While the Road Map and the progress report referred to the situation in DRC, it had not been identified as a driving factor for the continent. Currently, violence, a cholera outbreak, collapse of the health system, floods, incoming refugees and a growing internally displaced population have conspired to make the DRC an engine of humanitarian needs throughout central Africa and possibly the most demanding emergency in 2018.

Other emerging trends identified in the last progress report included an exploding youth population, accelerating urbanization, ongoing localization of aid and increasing opportunities with the private sector, particularly around health. A new shelter strategy for 2018 will include elements around urban resilience. We also hope to raise funds for added capacity to guide National Societies in meeting the needs of urban populations.

We are pleased to report that *Médecins sans Frontières* recently turned over a large water treatment facility to the Uganda Red Cross. This is a great example of localization of aid, shows confidence in the National Society and demonstrates the fact that when others leave, the Red Cross stays behind. There can be no better evidence for our ubiquitous key message of our value proposition that we are there before, during and after crises.

Outreach and business development for humanitarian and development gains with the private sector continued and is poised to grow in 2018. *MPharma* expanded its partnership to invest in Red Cross pharmacies with the Ethiopian Red Cross in the second half of 2017. And the IFRC and Kenya Red Cross are negotiating business terms with *Swiss Re* and a local insurance provider to develop large scale social safety nets for pastoralists. We also hope to purchase the first ever insurance product to cover an emergency appeal in 2018.

In response to internal challenges and the value we offer members, the IFRC is responding to the crisis in DRC by opening a new country office. Internal funding will also be used to open a new cluster office in Madagascar, serving the Indian Ocean Islands and Djibouti. We expect that these two new offices will allow the IFRC and its members to better serve one another and mobilize resources to better meet humanitarian and development needs.

**STRATEGIC PRIORITIES**

In response to major trends believed to be driving humanitarian and development needs, the road map identified four strategic priorities for the IFRC in Africa. These were (1) chronic food and health needs, (2) acute crises, (3) population movement and (4) National Society Development. Based on the year 2017, the IFRC leadership team in Africa believes these continue to be the right priorities. National Society operations and demand for support through emergency appeals, Disaster Relief Emergency Fund (DREF) and development operations in the year of 2017 reflect these priorities.

**SUMMARY OF CURRENT OPERATIONS**

In the Africa Region, at the end of the reporting period, we had ten active emergency appeals, responding to a range of issues including (by frequency): food insecurity (3), population movement and complex emergencies (2), epidemics (2), tropical cyclones (1), floods (1) and regional coordination for Food Crisis (1). Of these operations, five occur geographically within East Africa, two in Southern Africa, two in Western Africa, and the last lies at the regional level. Timely deployment of human resources and scenario planning proved to be critical factors in high implementation rates and good decision making.

The region has also had a wide range of DREF operations. Between July 2017 and November 2017, 17 DREF operations were launched to support NS to deliver assistance to people affected by disasters, epidemics, food insecurity, political or economic disruption in the region.

Throughout the reporting period, the IFRC in Africa has continued to support and develop programmes with NS that build resilience through preparedness and organizational development. This diverse range of projects included climate adaptation, livelihoods programmes, pre-positioning of stocks, training of staff and volunteers and many other interventions informed by Field Assessment Coordination Teams (FACT) missions, Vulnerability and Capacity Assessments, Movement consultation, NS demands and disaster trends.

**MILESTONE PROGRESS**

The IFRC senior management team in Africa has assessed progress against 100 per cent of the 2017 milestones. Attached is an annex that specifies activities and results that justify a progress rating, as well as corrective action to improve progress. Below is a summary of progress against each area of focus and strategy for implementation.

**AREAS OF FOCUS (AOF)**

**AOF 1: DISASTER RISK REDUCTION**

Disaster risk reduction had a score rating of 2.7 out of possible 5 which is a good progress against the stated target. Some of the key milestones reviewed included:

* Establishment of shared leadership group for cyclical disasters in Southern Africa,
* Regional Disaster Risk Reduction (DRR) strategy to support green solutions,
* Establishment of national coalitions comprising of private business, public and NGOs,
* Integration of the “One Billion Coalition for Resilience” (1 BC) in the regional, country and cluster plans.

Significant progress has been observed in the year 2017 and which will form a very good foundation for the current year. In terms of shared leadership group, “African Disaster Management Working Group” (ADMAG), was formed, and has been meeting twice a year with concrete deliverables, actions and recommendations which are being tracked. Steps are also being made to establish coalitions; already a coalition with UN agencies—through the Regional Inter Agency Standing Committee (RIASCO) and SADC—has been formed in Southern Africa. Further efforts to entrench the coalition and ensure that National Societies understand the concept was done through 1 BC meeting which was held in November 2017. National Societies (NSs) undertook to spread the message and work to build coalitions. In terms of engagement with regional economic commission and government, a partnership has been initiated with IGAD on climate preparedness, and a draft MoU has been agreed upon. It is also important to note that good progress has been made in terms of innovative partnership through framework agreement with *Connnectik* (South Africa, Abidjan) and *MUrgency* in Nigeria.

**Corrective Action**

Despite the progress and observed, a few corrective actions were suggested by the team: NSs need to be given more information and need to be consulted by IFRC. Moreover, ADMAG representatives for clusters need to disseminate information and collect priorities of NSs they represent. This is important in terms of bridging the information gap and addressing the changing needs of the NSs. There is a need to have a dedicated staff to focus on Regional DRR strategy to support green solutions, multi-hazard early warning and food insecurity. In addition, to further strengthen partnership and engagement with regional economic commissions and governments, more senior level engagement with IGAD and SADC is needed. Similarly, there is a need to choose target countries and engage more directly.

**AOF 2: SHELTER**

There was a slight improvement in shelter performance compared to the half year performance which had a score of 1. It had a score rating of 2.8 out of 5. Some of the key milestone under review included: developing a shared Leadership Group to provide support in the development of Strategy, and technical expertise in planning and implementation; developing shelter strategy for Africa to expand partnerships, measure the number of households reached and increases funding and providing enhanced support to ten NSs in shelter related emergencies. A fairly good progress had been observed. Shelter strategy for Africa has not been developed however there is ongoing discussions with Luxembourg Red Cross with a view to securing the latter’s support on this. In terms of enhanced support to NSs in shelter related emergencies, activities related to shelter are being included in the East and Southern African National Societies, but mostly with regards to emergency shelter. A few corrective actions have been suggested by the team such as developing a shared leadership model with Luxembourg Red Cross and stepping up shelter through our partnership with them (Luxembourg Red Cross).

**AOF 3: LIVELIHOODS**

Livelihood had one of the highest ratings at 2.9 out of 5 which is good and consistent with its performance at midyear. The key milestone reviewed included: IFRC Community Resilience Plan to drought in Southern Africa approved and 60 per cent of funding secured, convene partners’ coalition aligned and committed to chronic food insecurity and number of women and men trained in vocational skills and provided with cash assistance or in-kind support. In terms of IFRC community resilience plan for Southern Africa, the latter was approved, and funding made available through appeals, which ended in mid-2017, though there were still challenges in terms of meeting the planned budgets. A forward-looking plan is already in place with appeals and strategies like putting ECHO Humanitarian Implementation Plan (HIP) 2018 application in place. Also, a partners’ meeting was held in March 2017, to rally support towards chronic food insecurity but this has not been sustained. There were significant results on improving the livelihoods of women and men with Liberia National Red Cross Society (LNRCS) reporting successful implementation of vocational skills programme through its CDP project in the South East and Women Empowerment programme in Monrovia. Finally, drought response programme was conducted through cash transfer approach.

**AOF 4: HEALTH AND CARE**

Health and care had a score rating of 2.7 out 5 which is average performance against the set target. Key milestones reviewed under health care included: establishing a shared Leadership Group to provide expertise and guidance on Emergency Health, specifically for HIV/AIDS in Southern Africa, establishing a partnership on epidemic preparedness and prevention around greatest health risk, e.g. Cholera, improving the capacity of over five NSs for epidemic alert and response capacity through community based surveillance and volunteer outreach, focussing on Ebola affected countries, working with relevant partners to enhance technology use and leverage volunteer reach in over five countries to digitize data collection and connect volunteers in health projects, improving access to health services through innovative partnerships and Community-based health and first aid (CBHFA) in at least ten countries, innovative HIV programme targeting adolescents and girls in over Southern African NS, foster common rosters and joint deployment plans with West Africa Health Organization (WAHO), UNOCHA, AU and Movement partners, establish shared leadership group for HIV/AIDS in Southern Africa.

There is no shared leadership Group for Southern Africa and it is not part of the milestones, so this has been removed. Concerning epidemic preparedness, meetings with the Ministry of health in the SADC region were held, where preparedness on matters health risks epidemics such as cholera were discussed. This has also been strengthened through training on epidemic, preparedness and prevention for staff and volunteers in Somaliland and Hargeisa. Significant step has been achieved in terms of recent partnership signed in Abidjan with WAHO (West Africa Health Organization-ECOWAS) besides prepositioning of relevant stock. IFRC has improved has improved the capacity of national societies for epidemic alert and response through strong CBS initiatives.

There was significant progress in leveraging technology through working with relevant partners to digitize data collection and connect volunteers. This was achieved through the engagement of IFRC’s WASH (Water, Sanitation and Hygiene) team with *salesforce* and *magpi* as well as working with *Connnectik*, indirectly through National Societies.

Innovative partnerships have been formed with *MPharma*, *Philips* and *Empower*. Zimbabwe Red Cross and *MPharma* opened their joint pharmacy services in the end of the year. A CBHFA workshop took place in Zimbabwe in September with ten NS health staff from across region.

It is also important to note that proposal development is ongoing in response to HIV programmes targeting adolescent girls in at least three Southern Africa National Societies. There is also a consideration for sub-regional committee on health as a leadership group for HIV/AIDS in Southern Africa

**AOF 5: WATER SANITATION AND HYGIENE**

Water Sanitation and hygiene had a score of 2.3 out of 5 which signifies below average performance. The key milestones reviewed included: developing two new partnerships and working with existing partners to develop two WASH flagship projects in the region, incorporating Health/DRR, developing a critical data collection and analysis method for decision-making, and planning strategies for the use of data collection, information management products and the Operations Room, documenting best practices from successful WASH projects and use as the springboard to scale-up WASH programming in over five NSs, Develop waste water management guidelines in the Africa context, develop guidelines for African National Societies’ engagement in urban WASH, using the urban DRR as an entry point and developing innovations that expand access to water and sanitation in rural areas. Some modest progress was realized under this Area of Focus (AOF). In terms of new partnerships to develop WASH flagship projects, Ghana flagship project is ongoing until mid-2018. Côte d’Ivoire project completed and look back study showed strong evidence of sustainability after more than five years of implementation. New partnership for the next five years is planned to be negotiated in 2018. Additionally, new funding has been secured for WASH and a new staff to be brought on board.

In terms of data collection and analysis for decision making, there is increased use of ICT and other platforms, for both emergency and long term developmental programmes. The PMER department is also piloting mobile data collection to enhance the speed and efficiency of information flow. Moreover, IFRC has enhanced its documentation of successful WASH projects to demonstrate results. Specifically, this has been done for WASH projects in Côte d’Ivoire and Ghana. It is however important to note that there has been no progress noted in terms of development of waste water management guidelines in an African context, and in accordance with guidelines for Africa National Societies engagement in urban WASH.

**Corrective Action**

There is a need for more IFRC management and leadership engagement in support of the following countries: DRC, Gabon, Sierra Leone, Liberia, Nigeria, Benin, Burkina Faso, Senegal and Chad. In addition, enhanced Africa region engagement in Research and Development (R&D) and active partnership with external actors. This includes improving Partnership with *salesforce* and *Magpi* with more access to Africa region. Finally, successful resource mobilization is key to addressing key WASH gaps in the region.

**AOF 6: SOCIAL INCLUSION**

Social inclusion had a score of 2.6 out of 5. This means that the progress is average and more needs to be done. The milestone reviewed under the Area of Focus included: increase and systematize pro-active analysis of changing context, possible scenarios and the implications on humanitarian needs, record desegregated data for 50 per cent of all projects, support the design of interventions for five NSs to address sexual and gender based violence in disaster settings, NSs to undertake community interventions that will directly prevent and mitigate inter-personal and community violence. Modest progress was realized, and this includes, Liberia National Red Cross Society (LNRCS) which is in the process of conducting a humanitarian needs assessment post Ebola. This has been done through secondary analysis for some crisis as well as the scenario planning for food crisis. This is in response to the initial milestone about analysis of changing context and responding to the needs. In terms of reporting desegregated data, WASH longer term project data are recorded on an online platform through the partnership with *salesforce*. In an emergency context, disaggregated data is reported based on the updated IFRC tools. IFRC has been instrumental in mainstreaming issues of gender in its programmes and in support of the NSs in doing the same. National Societies programmes have mainstreamed gender issues, some of them like Kenya Red Cross have specific programmes on Sexual and gender-based violence SGBV in Dadaab. There are OVC (Orphans and Vulnerable Children) projects in Southern Africa promoting child protection and supporting marginalised, orphaned and vulnerable children (OVCs) due to HIV/AIDS. The project is receiving social grants to support OVCs.

**Corrective action**

There is a need to design a scorecard for IFRC that will evaluate performance taking into consideration top-down accountability. The performance should not only be isolated function but part of IFRC strategy. To improve the efficiency in data collection, phone-based monitoring tool should be deployed and require all project managers to report through mobile based data collection system. This may require a PMER staff on loan to support some countries with the new system. Finally, IFRC to support NS with relevant projects on Social Inclusion since some are not aware of the support that IFRC provides.

**AOF 7: CULTURE OF PEACE AND NON-VIOLENCE**

The AOF had a score of 2.9 which signifies a good progress. however, there is still a great need for support for affected countries. IFRC supported NSs to implement awareness raising and public sensitization campaigns as part of the emergency appeal. It also facilitated NSs in delivering community based initiatives that promote social inclusion, safety nets and access to basic services. This was achieved through implementing activities targeting OVCs in six countries. There is also an increased use of data for decision making through use of operations room. This in the long term will help in proper targeting and support to the various countries specific needs based on evidence generated through shared data.

**Corrective Action**

There is a need to document and prioritize countries, and to provide more systematic support. It should be noted however, that in 2018 AoF 6 and AoF 7 will be merged into a new AoF for protection and inclusion. Milestones will be reviewed and amended going forward to reflect this change.

**AOF 8: MIGRATION**

Migration had a score of 2.9 out of 5. Discussions have been held in East Africa and Indian Ocean Disaster Management meeting. Terms of Reference are being developed for the NSs affected by migration i.e. Ethiopia, Uganda, Burundi, Rwanda and Tanzania in order to establish a comprehensive and coordinated cross-border approach for migration related activities. It is also important to note that there is an ongoing implementation of awareness raising activities and public sensitization campaigns addressing intolerance, discrimination, and negative perceptions towards migrants. Finally, IFRC has ensured interventions that provide protection and assistance to migrants in countries of origin, transit and/or destination. Where appropriate, these interventions form part of emergency appeal. appropriate.

**Corrective action**

There is a need to document and systematize as well as prioritize the affected countries.

**STRATEGIES FOR IMPLEMENTATION**

**SFI 1: STRENGTHEN NATIONAL SOCIETY CAPACITIES AND ENSURE SUSTAINED AND RELEVANT RED CROSS AND RED CRESCENT PRESENCE IN COMMUNITIES**

The progress under the SFI 1 is rated green with an overall score of 3.5 out of 5. This is an indication of very good progress so far regarding achievement of the relevant milestones. Progress achieved so far includes contextualizing the movement induction course (MIC) and the induction of branch leadership which was conducted in French and English. National Societies have started operationalization of the process. As part of capacity enhancement in governance and management, IFRC Somalia Country delegation is working with Somalia Red Crescent Society (SRCS) leadership to develop a customized leadership development course to meet the identified needs of board members and branch secretaries. As part of Africa Governance Group (AGG) support to leadership and Governance, two NSs in Southern Africa were supported by the IFRC during their leadership transition and Strategy development process. One NS successfully revised and adopted new Statutes as part of the legal framework.

There has been significant progress in NSs that have assessed capacity at branch level. For instance, in Southern Africa Cluster, five NSs have conducted OCAC (Organisational Capacity Assessment and Certification). Also, Tanzania and Burundi have finalized OCAC process. In the case of Somali Red Crescent (SRCS), branch assessment is planned to be carried out in 2018. There are efforts to encourage NSs to carry out BOCA (Branch Organisational Capacity Assessment) through the RCNet working groups and SAPRCS (Southern Africa Partnership of Red Cross Societies) are formed but have not started working. IFRC has been instrumental in supporting NSs in developing partnerships with various intuitions. A modest progress has been achieved in this area with International Centre for Humanitarian Affairs-KRCS(ICHA) having been identified as one of the external partners to carry out the assessment of leadership and governance needs for the SRCS board and the branches. In addition, strong links have been established through Peri Peri.

To strengthen the capacity of the national societies to implement and improve in their institutional capacities and frameworks, IFRC awarded seed grants to 35 out of 49 National Societies. Also, worth noting is the development and continual update of PAC (Pan African Conference) score card. Cluster offices work with the NSs to provide regional NSD (National Society Development) information on key PAC indicators quarterly.

The SAPRCS meeting held in October 2017 reviewed the Abidjan PAC commitments and agreed on modalities for reporting progress of the PAC indicators.

**Corrective action**

* There is a need to measure the qualitative impact of PAC score card
* Amendments to Project Grant Agreements for delayed projects
* Customized leadership enhancement training will be aligned to the Africa regional MIC (Movement Induction Course) and other relevant training programmes.

**SFI 2: EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT**

This SFI is rated green with a score of 3.8 out of 5. This an indication of very good progress made towards key milestones. To provide technical assistance in ensuring DM systems are robust and demonstrate accountability and value for money, the African Disaster Management Working Group (ADMAG) has convened several meetings. The aim is to build one common HR and strategic plan for IFRC. Similar discussions regarding the strengthening Southern Africa partnership of Red Cross Societies (SAPRCS) subcommittee on Disaster Management is being held. Moreover, efforts have been made in expanding roster for surge capacity through RDRT (Regional Disaster Response Team) training and monitoring around logistics, disaster management and communications. Two RDRT training workshops were conducted in 2017 on shelter and CEA (Community Engagement and Accountability). Logistics RDRT training planned in 2017 delayed to Q1 2018.

Timely and coordinated response to emergencies is of essence to IFRC and most critical. As a result, cluster operations unit has established a network of DM (Disaster Management) practitioners for learning and sharing of best practices to ensure coordination in preparing and responding to emergencies. The annual meeting was conducted in July 2017. South Sudan is an example where we have the movement coordination plan. This has been carried out regularly in a very successful way for the emergencies in the cluster. It includes Kenya, Ethiopia, Uganda, Madagascar, and to some extent Tanzania.

In order to establish appropriate coordination platforms of all components of the movement in preparing for and responding to emergencies, the Southern African Cluster held a lesson learnt workshop with nine NSs, the ICRC and, PNSs and a representative from Ethiopia RC. The Lessons learnt was informed by the Evaluation of the four Appeals in the region and provided a platform to exchange experiences and provide recommendations for better response in the future.

**Corrective Action:**

* There is a need to ensure that the group frequently meets and work towards the set Terms of Reference so that it can have a better impact on the system
* Need to vet those trained, with more conditions and higher commitments from NS to deploy
* Financial resources allocation should consider sector relevance and the Africa wide geographical challenges.

**SFI 3: A LEADING STRATEGIC PARTNER IN HUMANITARIAN ACTION AND COMMUNITY RESILIENCE**

SFI 3 has been rated 2.9 out of 5 and ranked yellow. IFRC has provided support to in developing new partnerships and fund-raising networks for national societies. For instance, Zimbabwe actively engaged in skill share and received an award for fund raising, peer to peer support between Lesotho and Botswana. A number of new partnerships have been developed. For instance, in Ghana and Côte d’Ivoire, partnership with Nestlé also emphasizes the need for a multi-sectoral approach with the purpose of building community resilience. In Côte d’Ivoire, the project is completed successfully after ten years of active implementation. In Ghana, implementation will continue until mid-2018. In 2018, a five-year new partnership will be negotiated with Nestlé and the plan is to double our budget from current five million Swiss francs, to ten million Swiss francs.

There has been tremendous progress in leveraging technology e.g. digital and on-line giving to strengthen fundraising besides increasing our social media following through various platforms like twitter. In the same vein, South Africa Red Cross Society (SARCS) has an app that also supports fundraising, digital and online giving part of the *Benevon* model. To improve resource mobilization capacity of the NSs, efforts have been made towards identifying appropriate off-the-shelf domestic fundraising models and pilot with at least two ANS. So far, a contract has been signed, a workshop completed, and coaching has begun for six National Societies. Also, one off-the-shelf training was conducted for five NSs in Southern Africa.

To monitor the results related to fund raising and resource mobilization, efforts have been made towards, recording the number of ANS receiving over 50 per cent of annual income from domestic sources. This is ongoing through implementation of PAC indicators and so far, two NS in Southern Africa have over 50per cent income raised through domestic resources.

Technical support was provided to Namibia Red Cross in drafting a proposal to the Global Climate Fund through their Ministry of Environment.

A concept note on Lake Chad Basin resilience programme which is a sub-regional programme including four National Societies around Lake Chad was developed and shared with DEVCO.

**Corrective Action**

* More support is needed to support NSs to engage their governments in joint proposals to climate finance institutions. NSs need additional and increased support for capacity building (Both funding and equipment and trained HR)
* Online media coverage (Facebook, Instagram, etc.) should not be limited to emergency operations
* In 2018 support the NSs in advocating with the legislature, government and line ministries for increased government support
* Develop a resource mobilization strategy.

**SFI 4: A STRONG IFRC THAT IS EFFECTIVE, CREDIBLE AND ACCOUNTABLE**

The progress under the SFI 4 is rated green with an overall score of 3.7 out of 5. This is an indication of very good progress so far regarding achievement of the relevant milestones.

Movement partners have been engaged in the development of HR strategy to enable predictable staffing. HR master plan, Ops Room, ADMAG (African Disaster Management Working Group) all trying to promote a common HR strategy. In addition, there have been considerable efforts to expand technical support teams by including representation of NSs who demonstrate great potential. Competent NS staff have been deployed to support in operation such as the Uganda population movement.

IFRC has demonstrated greater compliance with minimum security regulations. For instance, all staff have undertaken the “stay safe security course”, the organization was MSR (Minimum Security Requirement) compliant in 2017 and the MSR framework is constantly updated.

In terms of ensuring accountability in financial management, efforts have been made towards changing the financial working modalities to a “funds advance” process that entrusts full accounting and financial management responsibility to the National Societies. This is still in pilot stage.

**Corrective Action**

* There is still a need for increased support to NSs to have the right systems and controls in place
* Monitor gender balance within recruitment processes, facilitating inclusion of persons living with disabilities among our teams
* Roll out global mobility programme