

		<p align="center"><b>INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES</b>  <b>21<sup>st</sup> SESSION OF THE GENERAL ASSEMBLY</b>  Antalya, Turkey 6-8 November 2017  <b><u>DECISION SHEET</u></b></p>
<b>Decision number</b>	Agenda item	
		The General Assembly,
	1.2	<b>Adoption of the agenda</b>
GA/17/01		<i>adopts</i> the draft agenda AG/1.2/1;
	1.3	<b>Approval of the records of the 2015 General Assembly</b>
GA/17/02		<i>adopts</i> the record of the 20th Session of the General Assembly held in Geneva, Switzerland on 4-6 December 2015;
	1.4	<b>Appointment of the Drafting Committee and approval of the terms of reference</b>
GA/17/03		<p><i>establishes</i> a drafting committee for the duration of the General Assembly,</p> <p><i>approves</i> the terms of reference of the drafting committee, and</p> <p><i>appoints</i> the following members:</p> <p><u>Chair:</u>  Mr Anselme Katiyunguruza,</p> <p><u>Members:</u>  Ms Naemi Heita  Mr Jono Anzalone  Ms Nilab Mobarez  Mr Dr Nehal Hefny  Ms Gintare Guzeviciuté  Ms Paulette Fenech  Ms Paola Narvaez</p> <p><u>Two representatives of the youth network:</u>  Mr Omar Overman  Mr Hailesslassie Bereket</p>
	2.1	<b>President statement on the state of the IFRC</b>
GA/17/04		<i>notes</i> the statement of the President on the state of the IFRC (annex 1);

	2.2	<b>Report of the Governing Board</b>
GA/17/05		<p><i>welcomes</i> with appreciation the report of the Governing Board on the accomplishment of its functions (Art. 23.1 of the IFRC Constitution) for the period 2016-2017 (annex 2),</p> <p><i>concur</i>s with the decisions and work done by the Governing Board,</p> <p><i>welcomes</i> the initial steps of the policy review process, as requested and in line with the IFRC Policy Framework approved by the General Assembly in 2013,</p> <p><i>takes note</i> of the planned review of IFRC-wide disaster preparedness and emergency response policies, and development of a Federation-wide policy on fraud and corruption prevention,</p> <p><i>endorses</i> the decision to recommend to the incoming Governing Board to create a Board governance group, which would take the lead in maintaining IFRC governance effectiveness as a priority, including the continued implementation of the Board transformation adopted by the General Assembly in 2013, the Board performance evaluation, and the suggestions of the Working Group on Achieving Governance Excellence on Board composition, competencies, responsibilities and meetings,</p> <p><i>discharges</i> and thanks the Governing Board members for the achievements made,</p> <p><i>takes note</i> of the outcomes of the Regional Conference that took place during the reporting period: 9<sup>th</sup> Pan African Conference (Abidjan, Côte d’Ivoire, from 9 to 12 April 2017), as per Annex of document AG/2.2/1.</p>
	2.3	<b>Secretary General report including financial report</b>
GA/17/06		<i>notes</i> with appreciation the written (annex 3) and oral reports of the Secretary General,
GA/17/07		<p><u>Update to Plan and Budget 2016-2020:</u></p> <p><i>notes</i> with appreciation the report of the Finance Commission (annex 4),</p> <p><i>welcomes</i> the proposed Update to the Plan and Budget 2016–2020, Partnering for More Resilient Communities,</p> <p><i>welcomes and fully endorses</i> the results-based approach in defining strategies for implementation and areas of focus,</p> <p><i>adopts</i> the updated Plan for 2018-2020,</p>

		<p><i>approves</i> the 2018 and 2019 budget for the Plan 2016-2020,</p> <p><i>requests</i> that the Governing Board conducts a review aimed at ensuring the Federation allocates an increased proportion of the overall future budget to strengthening the capacities of National Societies and maximizing coordination efforts to avoid waste and the duplication of structures in order to leverage the full value and effectiveness of our Federation,</p> <p><i>takes note</i> of the budget projection for 2020 and 2021,</p> <p><i>welcomes</i> the proposal to further explore the possibility of including education as an additional area of focus;</p>
	<b>3.</b>	<b>Financial matter related to Finance Commission mandate</b>
GA/17/08		<p><u>Approval of the audited financial statements for the year ended December 31, 2015</u></p> <p><i>approves</i> on the recommendation of the Governing Board the audited financial statements for 2015, set out in Annex A (GB/9/1, Governing Board 34<sup>th</sup> Session),</p>
GA/17/09		<p><u>Approval of the audited financial statements for the year ended December 31, 2016</u></p> <p><i>approves</i> on the recommendation of the Governing Board the audited financial statements for 2016 set out in Annex B (GB/10/1, Governing Board 36<sup>th</sup> Session),</p>
GA/17/10		<p><u>Appointment of External Auditors for 2018 and 2019</u></p> <p><i>appoints</i> on the recommendation of the Governing Board, as per the proposal of the Finance Commission, KPMG SA, Geneva as auditors of the IFRC for the years 2018 and 2019 (GB/8/1, Governing Board 35<sup>th</sup> Session),</p>
GA/17/11		<p><u>Approval of Scale of Statutory Contributions for 2018 and 2019</u></p> <p><i>approves</i> on the recommendation of the Governing Board, as per the proposal of the Finance Commission, the proposed scale of statutory contributions for 2018 and 2019, attached as Annex C (GB/10/1, Governing Board 36<sup>th</sup> Session)</p> <p><i>agrees</i> with the Governing Board endorsement that the Finance Commission continue its work with regard to the issues of equity raised, including quality and completeness of declarations and consistency of income treatment and provide a proposal, and request the Governing Board to submit the proposal for approval at the General Assembly meeting in 2019</p>
GA/17/12		<p><u>Approval of Adjustments to Statutory Contributions heard during 2016 and 2017</u></p>

		<p>Appeal from the Slovak Red Cross to have its statutory contributions adjusted for the years 2016 and 2017:</p> <p><i>approves</i> the Governing Board recommendation to the General Assembly, as per the proposal of the Finance Commission, that the Statutory Contributions of the Slovak Red Cross be adjusted, as follows (GB/10 /1, Governing Board 36th Session):  For 2016 from 0.122% (CHF 74,854) to 0.108% (CHF 65,958)  For 2017 from 0.122% (CHF 74,854) to 0.108% (CHF 65,958)</p>
GA/17/13		<p><u>National Societies in Default</u>  <i>notes</i> that the Governing Board, as per the recommendation of the Finance Commission has declared the following National Societies in Default (GB/10/1, Governing Board 36<sup>th</sup> Session):  Brazilian Red Cross  Brunei Darussalam Red Crescent  Red Cross Equatorial Guinea  Hellenic Red Cross  Mozambique Red Cross  Paraguayan Red Cross  Peruvian Red Cross  Polish Red Cross  Portuguese Red Cross  Uruguayan Red Cross</p>
	<b>4.</b>	<b>Elections</b>
GA/17/14		<p><i>elects</i> Mr. Francesco Rocca, Italy, as President of the IFRC,</p> <p><i>elects</i> the following member National Societies for the purpose of appointing a Vice-President of the IFRC:</p> <p>Senegalese Red Cross Society, Mr Abdul Azize Diallo  Venezuelan Red Cross; Mr Miguel Villarroel  Red Cross Society of China; Dr Chen Zhu  Turkish Red Crescent Society; Mr Kerem Kinik,</p> <p><i>elects</i> the following member National Societies as members of the Governing Board:</p> <p>Antigua and Barbuda Red Cross,  Argentine Red Cross,  Bangladesh Red Crescent Society,  Canadian Red Cross Society,  Congolese Red Cross,  Croatian Red Cross,  Danish Red Cross,  Ethiopian Red Cross Society,  Fiji Red Cross Society,</p>

		<p>Red Cross Society of Georgia,  Haiti Red Cross Society,  Honduran Red Cross,  Red Crescent Society of the Islamic Republic of Iran,  Libyan Red Crescent,  Nigerian Red Cross Society,  Republic of Korea National Red Cross,  Palestine Red Crescent Society,  Spanish Red Cross,  British Red Cross,  Zimbabwe Red Cross Society;</p>
	<b>5.</b>	<b>Shaping the future – striving for Excellence Towards Strategy 2030</b>
GA/17/15		<p><i>recalling</i> the decisions of the General Assembly held in Geneva, Switzerland in 2015 on the mid-term review of Strategy 2020,</p> <p><i>considering</i> the discussions held during this General Assembly including the outcomes of the working group sessions on key external trends, challenges and the implications for the future strategic framework of the IFRC and its members,</p> <p><i>welcomes</i> the consolidated report of the workshop sessions of the General Assembly, as part of the Drafting Committee report (see annex 11),</p> <p><i>requests</i> the Governing Board to set up a mechanism of consultation and corresponding budget to review the current strategic framework and develop a draft – for presentation at the 2019 General Assembly – of a new strategy on how best to meet the needs and expectations of the IFRC network,</p> <p><i>requests</i> that such a consultation mechanism should also include a thorough review of Strategy 2020 and a futures and foresight approach, that examines trends, emerging issues and their impact on communities and the IFRC network, as well as ensure the direct involvement of youth and volunteers,</p> <p><i>welcomes</i> the Governing Board recommendation to develop a ten-year vision complemented by shorter-term common goals and targets as milestones towards this vision,</p> <p><i>requests</i> the Secretary General to provide the necessary support to facilitate such an exercise,</p> <p><i>invites</i> all National Societies to participate actively and contribute resources to support this exercise;</p>

	<b>6.</b>	<b>Migration</b>
GA/17/16		<i>endorses</i> the Global Strategy on Migration and commits to its implementation through the roll-out of its accompanying Road Map;
	<b>7.</b>	<b>Reports of commissions, committees and regional conferences</b>
GA/17/17		<p><u>Report by the Youth Commission:</u></p> <p><i>takes note</i> of the IFRC Youth Commission 2016-2017 report (annex 5),</p> <p><i>approves</i> the revised IFRC Youth Policy as recommended by the Governing Board,</p> <p><i>commends</i> National Societies with their own youth policies and strategic plans for youth engagement, and <i>calls</i> on the rest of the membership to scale up efforts to institutionalise policies and strategies that strengthen the Federation’s work with and for children, adolescents, and young adults,</p> <p><i>calls</i> on National Societies and the IFRC Secretariat to increase their participation in and financial support to the Regional RCRC Youth Networks, in order to promote the IFRC Youth Policy and provide peer support for its adaptation among the National Societies,</p> <p><i>requests</i> the Secretary General to continue working closely with the Youth Commission and IFRC membership to further meaningful youth engagement across the Secretariat’s structures and work,</p> <p><i>congratulates</i> the IFRC Youth on the Move and Volunteering Award 2017 winners and runners-up;</p>
GA/17/18		<p><u>Report by the Audit and Risk Commission:</u></p> <p><i>takes note</i> of the report presented by the Audit and Risk Commission (annex 6);</p>
GA/17/19		<p><u>Report by the Election Committee:</u></p> <p><i>welcomes</i> the report of the Election Committee (annex 7),</p> <p><i>welcomes and notes</i> the new 2016 Electoral Standards,</p> <p><i>appoints</i> Mr. Elisée Pierre (Haïti) as a member of the Youth Commission, the candidate presented by the Election Committee to fill a vacancy in the Americas region for a term of office lasting until the General Assembly 2019;</p>

GA/17/20		<p><u>Report by the Compliance and Mediation Committee:</u></p> <p><i>takes note</i> of the report presented by the Compliance and Mediation Committee (annex 8);</p>
	<b>8.</b>	<b>Volunteering</b>
GA/17/21		<p><i>takes note</i> of the complementarity between the Volunteer Policy and Charter, and the need for greater National Society implementation of the Policy,</p> <p><i>extends</i> the Volunteering Policy in its current form, to be reviewed by the 23<sup>rd</sup> General Assembly in 2021, and</p> <p><i>approves</i> the Volunteer Charter (annex 9), and <i>requests</i> the Secretary General to take appropriate steps to promote it as a Movement Charter for its adoption by the Council of Delegates in 2019, with an ambition to make it further as a Global Charter;</p>
	<b>9.</b>	<b>Revision of the Constitution of the IFRC and related statutory texts:</b>
GA/17/22		<p><i>notes</i> the Governing Board’s proposal to the 21<sup>st</sup> session of the General Assembly entitled “Proposal of the Governing Board relating to the Constitution, Rules of Procedure and Financial Regulations of the IFRC” (“Proposal”),</p> <p><i>adopts</i> the amendments to the Constitution, Rules of Procedure and Financial Regulations of the IFRC (“Statutory Texts”) as described in the Proposal and set out in detail in Annex II to the Proposal (annex 10),</p> <p><i>decides</i> that the amendments to the Statutory Texts set out in Annex II to the Proposal shall enter into force at the end of the 21<sup>st</sup> session of the General Assembly; and</p> <p><i>thinks</i> the Chair and members of the Constitutional Review Advisory Group for their valued work;</p>
	<b>10.</b>	<b>The National Society legal and Statutory Base Guidance and Process Review</b>
GA/17/23		<p><i>appreciates</i> the work carried out by the Core Group on the “National Society Legal and Statutory Base Guidance and Process Review” (Core Group),</p> <p><i>welcomes</i> the new approach for National Society Statutes, as outlined in the “Guidance for National Society Statutes: Outline of standards and structure” (Guidance for National Society Statutes), formulated as part of revised Guidance for National Society Statutes, which will be further developed within the Process Review,</p>

		<p><i>requests</i> the Core Group to integrate the key comments and views received during the interactive workshop when finalizing the document,</p> <p><i>requests</i> the Secretary General to present to the Governing Board in 2018 the final version of the above-mentioned revised Guidance for National Society Statutes,</p> <p><i>takes note</i> that National Societies are recommended to review their Statutes in accordance with the new Guidance for National Societies Statutes within the next five years, once the document is approved, and further continue with regular reviews of their Statutes (at least every ten years), in this respect strongly encourages all National Societies to adopt anti-fraud and corruption policies within the next year,</p> <p><i>requests</i> the Secretary General to report regularly to the Governing Board on the progress made by National Societies in relation to reviewing and updating their statutory base,</p> <p><i>recommends</i> to the 2017 Council of Delegates that the Joint ICRC/IFRC Commission for National Society Statutes make use of the revised guidance document from the time of their adoption by the Governing Board,</p> <p><i>recommends</i> that the final version of the revised Guidance Document be presented to the 2019 Council of Delegates for approval by the Movement;</p>
	<b>11.</b>	<b><u>IFRC positions at the Council of Delegates 2017</u></b>
GA/17/24		<p><i>takes note</i> of the progress report on the preparations of the 2017 Council of Delegates (CoD),</p> <p><i>approves</i> the IFRC positions as reference for the text of resolutions, with regard to the following themes:</p> <ul style="list-style-type: none"> <li>- Strengthening Movement Coordination and Cooperation (SMCC),</li> <li>- Movement-wide Principles for Resource Mobilization,</li> <li>- the Movement Call for Action on the Humanitarian Needs of Vulnerable Migrants,</li> <li>- Working towards the elimination of nuclear weapons,</li> <li>- Education: related humanitarian needs,</li> <li>- Health and Care: Addressing mental health and psychosocial needs, and Working towards an International Red Cross and Red Crescent Movement approach to epidemics and pandemics,</li> <li>- Restoring Family Links strategy development, and</li> <li>- International Humanitarian Law,</li> </ul> <p>as proposed in the paper AG/11/1;</p>



	<b>12.</b>	<b>Miscellaneous</b>
GA/17/25		<p><u>Taking stock of reinforced action of the Role of Women in the Red Cross Red Crescent Development</u></p> <p>recalling Resolution No.XV of the XXIIIrd International Conference of the Red Cross in 1977 in which Governments and National Societies are urged to “raise the status of women socially and economically by providing opportunities for learning and leadership”,</p> <p>recalling the Decision of the VIth General Assembly in 1987 which requested the League “to draw up a plan of action to safeguard that the resources and potential of women can be fully utilized to the benefit of development work in the Red Cross/Red Crescent”,</p> <p>recalling the Decision of the VIIth General Assembly in 1989, which acknowledged the need for concrete policies and sustained commitments to strengthen the role of women in Red Cross/Red Crescent development,</p> <p>recalling the Gender Policy of the Federation adopted by the 12th Session of the General Assembly of the Federation in 1999 (reviewed in 2017) and its goal to ensure that all Red Cross and Red Crescent programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women at all levels within the National Societies and the Federation's Secretariat,</p> <p>recalling and reiterating the IFRC Strategic Framework on Gender and Diversity Issues adopted by the Governing Board in 2011, applicable to the Federation Secretariat and National Societies, which sets strategic direction to the IFRC to ensure that its actions are non-discriminatory towards people of all ages and to promote gender equality and respect for diversity throughout all of its work</p> <p>noting with great concern, in light of all previous decisions and commitments, the current level of participation of women in Red Cross Red Crescent Development, in particular in the Governing organs of the Federation,</p> <p>recognizing that other comparable organizations have come much further in establishing conditions for equal participation of all, and more importantly, they have also achieved a better gender balanced representation,</p> <p>while acknowledging the progress made in many National Societies and the Federation Secretariat, much remains to be achieved in order to reach a satisfactory level with regard to gender balance and equal opportunities in development of the Federation, including its members,</p>

	<p>recognizing the need to support National Societies in their efforts to achieve equal opportunities irrespective of gender in Governance, programmes and other activities,</p> <p>sincerely committed to ensure that the actions of the Federation are non-discriminatory towards people and to promote gender equality and respect for diversity throughout all of its work, and to ensure equal opportunities irrespective of gender in Red Cross and Red Crescent work, including governance,</p> <p>1. <i>requests</i> the Governing Board to take concrete measures to address this issue and report back to the 22<sup>nd</sup> Session of the General Assembly,</p> <p>2. <i>calls</i> on National Societies, to significantly increase their efforts to identify, support and promote women into senior leadership positions,</p> <p>3. <i>calls</i> on National Societies to identify and propose women into Federation governance roles immediately;</p>
GA/17/26	<p><u>Drafting Committee:</u></p> <p><i>notes</i> the report of the Drafting Committee of the General Assembly</p> <p><i>decides</i> to annex this report to this decision sheet (annex 11)</p>
GA/17/27	<p><u>Date and place of the 22<sup>nd</sup> session of the General Assembly:</u></p> <p><i>takes note</i> that the 22<sup>nd</sup> Session of the General Assembly will take place in Geneva, Switzerland in the timeframe of 1 to 14 December 2019 and</p> <p><i>mandates</i> Governing Board to decide on the exact dates at its the next ordinary session.</p>

# ANNEX 1

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017**

**Item 2.1 of the agenda**

**The President's statement on the state of the Federation**

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Dear friends, chers amis, queridos amigos, *asdiqayiy al'aeizza*

This is my fourth and final occasion to speak to you at the General Assembly.

As President of the International Federation of Red Cross and Red Crescent Societies, it is my task to open our Assembly by sharing my view on what we call 'the state of the Federation'. Its strengths, its weaknesses, its challenges going forward.

I speak from the heart about an organisation which I cherish, and which I believe the world admires .... and which I know the world needs, now more than ever.

In reflecting on my address to you today, I reflected on previous speeches to you.

In 2009, I spoke passionately about what I called 'The spirit of togetherness'. I knew how much that spirit mattered, but that it is nothing if it is not *applied*.

So please let me just share a very few of the big statistics which show how well it has been applied in the last 8 years – a period in which the IFRC has launched 874 Humanitarian Response operations (663 DREF operations and 211 emergency appeals), in support of 140 National Societies.

And to show how well we have pulled together, 144 National Societies have supported each other, to the tune of no less than CHF 1.5 billion in voluntary contributions.

The eight years from 2009 have been a period of profound humanitarian change.

In such times of change, we need to adapt, and I will come on to that. But one thing has not changed. The essence of humanitarianism is the principle of humanity itself.

From the very beginning, I was inspired by the work and commitment of our volunteers, and I remain inspired today.

I think of the bravery of volunteers in West Africa during and after the Ebola outbreak. I think of volunteers in Syria, more than 60 of whom have paid the ultimate price while protecting people affected by the conflict. I think of young peer educators in countries across the world, leading by example in creating a culture of non-violence and peace. I think of community-based volunteers travelling miles into desert or tundra to bring life-saving maternal and child health services to vulnerable women and their babies.

Two years ago, we celebrated 50 years of our Fundamental Principles, and asked if they were still valid and relevant in the face of changing humanitarian needs. The answer was an emphatic “yes”, and the conclusion was that we should put “Humanity First” in any situation.

Humanity is the core of our Movement. It has carried us for 100 years, and it can carry us for another 100.

In this address today I want to lay down eight challenges for the Federation, if its second 100 years are to be as glorious as the first. I hope there is symmetry here: eight challenges, for my eight years in this job.

1 The first of my panacea for the future of this Federation is the absolute imperative to continue to strengthen the **capacity of our National Societies**.

This Federation *is* its National Societies, because it is a Federation *of* National Societies. And their capacity building – whether they are resource-rich, or resource-poor – is the first of the Strategies for Implementation under the Plan and Budget of 2015-2020.

“Nothing for National Societies without National Societies”, says the Secretary General. We are working on Movement-wide mechanisms to do this, and to invest in strengthening National Society capacity.

There can be no strong International Federation if even one individual member National Society is not resilient. And we all know that many National Societies are struggling – in their staffing, in their funding, in their statutes and their ability to influence national statutes and legislation, in their relationships with government, and more.

Friends, we have a way to travel.

2 Second, I need to raise an existential threat. It is a threat to our very lifeblood – **our volunteers**, who are decreasing in numbers.

You may remember that in 2009 I launched the “Who we are” initiatives. Reviewing the state of our volunteering was among the first tasks I set.

The facts are that over half of our volunteers come from a tiny handful of countries, while over 100 of our National Societies account for just 1% of our volunteers.

Our overall numbers of volunteers are at best stagnating, and maybe even declining in absolute terms, perhaps by as much as 10% per year in some areas.

We have to do better. That is why – for your debate at this meeting – we have a new Volunteer Charter of our own, which clarifies volunteers’ responsibilities as well as their rights. These include

the right to a safe working environment, the right to protection, the right to information about the risks they face, and the right to insurance. We may adopt it first as the Federation Volunteer Charter, and then promote it as a Movement Charter. Ultimately, we hope to make it Global Volunteer Charter. We are articulating our common accountability, our common purpose.

I am saying that we need to look closely and critically at our greatest and defining resource.

3 So too do we need to look very critically at my third fundamental which needs addressing, which is **compliance**.

There can be no accountable International Federation if even one National Society does not uphold our high standards of compliance.

Strict compliance with the existing rules is the only way to safeguard our collective trust, and ensure that we keep the vital support of governments, donors and the public.

And yet every year, the Secretariat struggles to collect audited financial statements from National Societies.

At the end of July 2017, almost half of our 190 National Societies had yet to pay any of their 2017 statutory contributions, which were due at the end of March 2017, and a quarter are in arrears. That responsibility begins ‘at home’, in the Governing Board, which must lead by example.

4 My fourth concern could be my greatest: it is **Integrity**.

Our brand is one of our greatest assets, and we are putting it at serious risk.

Ensuring the integrity of National Societies remains the big challenge for our Federation. It is the responsibility of each National Society, and it is the responsibility of the Secretariat. And we have created important new instruments such as the Compliance and Mediation Committee and the Audit and Risk Commission, in order to aid this task.

And yet to our great disappointment, the number of revealed integrity cases is on the rise. This may be partly because of the successful performance of improved systems for early warning and early detection. But it is necessary to improve the system further.

Even as we speak, two National Societies face the real possibility of suspension – a suspension which we dearly hope not to bring about. But if we have to, we will.

Let me now raise a number of policy and operational areas where we are strong, but we need to be stronger.

5 My fifth request is that we go up several gears on **disaster preparedness**.

Our own research tells us that a dollar spent in preparedness saves 16 dollars in response. “Prevention pays off.” And here we have made huge strides. It is a thing of personal pride for me that in 2011 I encouraged the Board to agree that every single one of our emergency appeals should set aside 10% of its funds for activities to increase preparedness. That is why our investment in disaster risk reduction rose by CHF 100 million between 2015 and 2016: a 50% increase from the previous year.

Disaster Risk Reduction is one of the main avenues leading to a more resilient world. It's at the core of our "One Billion Coalition for resilience", which has become almost a way of life in countries like Bangladesh. The IFRC led the way in setting in stone the principles and practice of disaster preparedness in March 2015, in Sendai, Japan, at the Third UN World Conference on Disaster Risk Reduction.

My concern is that we still need to do so much more. The Coalition needs to go further. The stage is set for disaster risk reduction, because the principle of localization decrees it. The Grand Bargain which came out of the World Humanitarian Summit of 2016 asks donors to commit 25% of their assistance to national and local responders as directly as possible by 2020.

6 My sixth plea is that we step up on the issue of **migration**.

I am immensely proud of the Federation's fundamental belief that every person, everywhere, is entitled to protection and decency – whether they are at home or on the move, and whether they are moving of their own volition or not. I am proud of the work that we do at every point along the journey – from countries of origin, to countries of arrival and transit, to countries of destination.

And yet it's not enough – our own work could be bigger and better, and the framework in which we operate, likewise. Hence the importance of our advocacy work and contribution to the new UN Global Compacts on Refugees and Migration. And hence the call to Action which we present to you here in Antalya.

We are calling on Governments to do more in protecting migrants from death, violence, abuse and violations of their fundamental rights along the entire migratory trail ... and in guaranteeing that migrants, irrespective of their legal status, have effective access to essential services.

7 My seventh priority is that we take very seriously our new commitment to **humanitarian education**.

This speaks specifically to the second part of our slogan for 2020 – 'saving lives, *changing minds*'. It means introducing to young minds the values of community and respect which are the foundations of strong and coherent societies, and which – in their absence – bring about such terrible damage.

The Federation has already done good work, not least through its Youth as Agents of Behavioural Change Programme. Many National Societies have also been active here in different ways. But a much more strategic approach will be required to meet our objectives.

In September 2017, our Governing Board agreed to explore adding this as an area of focus under our 2018-2020 Plan and Budget. We watch with baited breath: education is the key to the humanity with which I began this address, and to the disaster reduction with which I continued it.

8 And eighth and finally, while we must say more about the funding we do have, we still need more **funding** – because the cost of what we do gets ever greater.

We calculate that the Movement accounts for something around 7% of the world's total humanitarian spending. It's a relatively small figure, though in fact it hides a bigger figure. When you add up the total income and expenditure of all our National Societies – including the massive sums for bilateral assistance and activities like running domestic hospitals and ambulances – you reach USD 30 billion.

I make two simple points on funding.

First, as above, that we should not underestimate the strength of our market position, and should communicate this true picture to the international community to gain more understanding, more trust, and more resources.

Second, that we must be ever more creative in raising funds, because we still don't meet our targets. In the last two years, we have raised CHF 438 million of the CHF 822 million we targeted. Clearly that's a massive achievement, but clearly, too, it's a noticeable shortfall.

Fundraising starts 'at home' with each of the National Societies mobilising domestic resources. The entire Movement should realise its potential in this, and I am pleased that this is on the agenda this week I have already mentioned new partners and new players: across the Federation, we need to mobilise them, just as we need to mobilise new tools – like social impact bonds, Islamic funding, and more. All the signs are that we are winning in this quest, but we cannot slacken.

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Dear friends, I have raised eight challenges and concerns – one for every year of my presidency.

My 50 years in this Federation is just one small, individual, episode in a story that had its roots in 1859, and which officially celebrates its 100<sup>th</sup> birthday in 2019.

My topic today is the 'state of the Federation', and I can categorically confirm that it is healthy, dynamic, and good. But for all our collective sentimental attachment, we cannot afford too much sentiment. As the need for our services gets greater and greater, so does our own need rise, to get better and better.

Let this Federation be fully worthy of the names of 'first responders' and 'champions of localization'. In so many ways we are; but we still have a way to go.

100 years of history is the source of the trust we enjoy now, but we cannot stand on the laurels of the past to meet the challenges of the present and the future. We have to strive constantly to deliver for those who need us most.

Thank you, merci, gracias, *shukraan*.



## ANNEX 2

INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES

21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017

Item 2.2 of the agenda

Report of the Governing Board on the period 2016-2017 to the General Assembly



**Draft decision:**

It is recommended that:

The General Assembly,

*welcomes* with appreciation the report of the Governing Board on the accomplishment of its functions (Art. 23.1 of the IFRC Constitution) for the period 2016-2017,

*concur*s with the decisions and work done by the Governing Board,

*welcomes* the initial steps of the policy review process, as requested and in line with the IFRC Policy Framework approved by the General Assembly in 2013,

*takes note* of the planned development of a Federation-wide policy on fraud and corruption prevention,

*endorses* the decision to recommend to the incoming Governing Board to create a Board governance group, which would take the lead in maintaining IFRC governance effectiveness as a priority, including the continued implementation of the Board transformation adopted by the General Assembly in 2013, the Board performance evaluation, and the suggestions of the Working Group on Achieving Governance Excellence on Board composition, competencies, responsibilities and meetings.

*discharges* and thanks the Governing Board members for the achievements made.

*takes note* of the outcomes of the Regional Conferences that took place during the reporting period: 9<sup>th</sup> Pan African Conference (Abidjan, Côte d'Ivoire, from 9 to 12 April 2017), as per Annex.

## **Executive summary**

According to Article 23.2 of the IFRC Constitution, “*the Governing Board shall report to the General Assembly on the accomplishment of its functions*”.

In the two years since the 2015 General Assembly, the Governing Board met in four ordinary sessions in June and November of 2016, and in May and September 2017. The work of the Board was guided by the following five priority areas which were approved at the beginning of its term, in May 2014, aligned with Strategy 2020:

- 1) To build strong National Societies;
- 2) To bring the secretariat much closer to the National Societies and to increase its effectiveness and credibility;
- 3) To strengthen the governance and leadership of the Governing Board;
- 4) To maximize Movement coordination by promoting and protecting the sovereignty and dignity of all 190 National Societies and strengthen cooperation with the ICRC in a mutually respectful way; and,
- 5) To engage in dynamic humanitarian diplomacy and fundraising.

This report is structured according to these priorities. It reviews the work carried out by the Board as well as the work undertaken by the Board working groups, commissions and committees, outlining many of the activities implemented and decisions adopted over the course of this two-year period.

### **Board Priority 1: To build strong National Societies**

As the first of its priorities for the period, the Board had established building strong National Societies, and agreed to explore new ways to bring it about.

- National Societies compliance with their duties under Article 8 of the Constitution.

The progress in the development of National Societies suffers from challenges of delays in implementation, due to the difficulty of situations on the ground, the capacity of National Societies and the impact of fraud and corruption. A strong National Society has the systems and culture in place to prevent integrity issues and to identify and act quickly on any issues that arise. Integrity, compliance and fraud and corruption were discussed by the Board with a more specific focus, in 2016 and 2017.

A dedicated session was held during its first meeting in June 2016 to discuss integrity issues within our Federation. The Board strongly supported the Secretary General’s “Zero Tolerance” approach to fraud and corruption and urged all National Societies to take all necessary measures to establish and implement the integrity policy of the IFRC as well as to develop their own fraud and corruption prevention and control programmes and policies. The Board requested the Compliance and Mediation Committee (CMC), in close collaboration with the Commissions of Audit and Risk and Finance, to update the integrity policy to take the latest findings into account, and noted the fact that the Secretary General was developing a set of Standard Operating Procedures for the handling of integrity cases, including the clarification of the relationship between existing statutory tools and regional initiatives. In September 2017, the Board further requested the CMC and the Audit and Risk Commission to work together on the CMC dashboard, and ways to share it on a regular basis with National Societies. Likewise, the Secretary General was requested by the Board to develop a strategy and a plan of action, including a leadership programme for governance, to avoid and mitigate the risk of fraud and corruption within the IFRC Secretariat and National Societies. At the session held in September 2017, the Board dedicated time to the Election Committee report and decided to restrict

membership rights to run for a governance position or nominate an individual for a governance position in the case of National Societies that have not submitted either annual reports or audited financial statements for three consecutive years (2013-2014-2015), in accordance with Article 11 (b) of the IFRC Constitution.

The Board of November 2016 held a dedicated session on the Role of Governments in the Affairs of National Societies in cases of fraud, corruption, mismanagement and other breaches of integrity. Integrity cases can open the door to interventions from governments, which may at times be counter to the Fundamental Principles and to the spirit of the auxiliary role. The Board agreed that a government may intervene in cases of fraud and corruption subject to domestic law and in accordance with the Fundamental Principles. The integrity of a National Society is directly linked to its capacity to deliver services and support to vulnerable communities. Only a strong and healthy Society, supported by a robust volunteer network and with a culture of youth engagement, a robust funding base, and high-quality leadership, can deliver on its mandate. In September 2017, the Governing Board had to make a decision, as per the Constitution, on whether and when to apply sanctions to National Societies – see “Closed sessions” below. The sanctions, if applied, should be viewed to assist the National Society to overcome its integrity cases and give the signal to the world that integrity is seriously addressed in the IFRC.

- Engagement in Volunteering and in National Society Development

Volunteers has been high in the agenda of the Board. The Board focused on a number of clear problem statements that needed to be addressed as evidenced by the Global Review on Volunteering that was issued in 2015, including the engagement and retention of volunteers, ensuring their safety and well-being especially in high risk settings, ensuring continued meaningful service opportunities for volunteers, and a sense of pride and joint ownership in the Movement. At its meeting in June 2016, the Board spent time reflecting on volunteering, looking at some of those challenges. The Framework for Action “volunteering in the RCRC” was welcomed by the Board who urged the Secretariat to develop a concrete implementation plan, and encourages the Secretariat and national Societies to work together to ensure appropriate resourcing allowing a stable structure within the Secretariat, that includes consultation with National Societies, with a view to determining those that would be willing to commit to forming part of an Alliance for volunteering development. It further requested the Secretary General to report to the Governing Board on progress made within the framework of the plan and budget. In May 2017, the Board was given an update on the development of the Volunteer Charter for its adoption by the upcoming General Assembly.

A Working Group on National Society Development and Volunteering was established to assist and advise on these two critical areas for the membership. Amongst other things, in terms of National Society Development, the Board considered the OCAC results and the emerging plan of action for accelerating support to National Society Development, including the potential “National Society Investment Fund” a Movement initiative born from the World Humanitarian Summit, as well as the Solferino Academy to galvanize coordinated futures thinking and ensuring National Societies (and their leadership) are fit for purpose today and tomorrow.

The Governing Board of September 2017 approved the Volunteer Charter, for submission to the Assembly. Accountability to volunteers cannot be complete nor actionable if it is not articulated in an inspirational document setting out their rights and duties. A charter is a means to improve both volunteering practices in all National Societies and the safety and wellbeing of volunteers, by formalizing and operationalizing the accountability between National Societies and their volunteers. Written solely from the perspective of volunteers, it aims to clarify

volunteers' rights and responsibilities, including the right to a safe working environment, the right to protection, the right to information about the risks they face, the right to participate, to be heard and to be recognized for their contribution, the right to insurance. The charter complements the Volunteering Policy, which the Board decided to recommend to the 21<sup>st</sup> General Assembly. The Policy to extend in its current form. It was also recommended to be reviewed by the 23<sup>rd</sup> General Assembly in 2021. The charter will further inspire and guide National Societies to draft or revise and support the implementation of their policies and management systems in support of volunteer rights and responsibilities. Most problems are global - and require volunteers from many countries to work together - sharing their concerns, their solutions and their solidarity across national borders. The Volunteer Charter aspires to enshrine these principles in a solemn oath to unite volunteers and better serve Humanity.

- Youth

The Board approved the Youth Commission's work plan 2016-2017 formed around the following three priority pillars: 1) Advocacy: Priorities closely related to youth involvement in the IFRC-wide processes such as the Statutory Meetings, Constitutional Review and Strategy 2030. 2) Support: Priorities relate to the empowerment of National Societies to advance youth engagement. The Youth Commission would focus on building sustainable, tailored, technical expert support mechanisms for National Societies to advance their youth engagement to better respond to crises and contribute to strengthening community resilience. 3) Open door: In line with its constitutional mandate, the Youth Commission will make itself available to the Governing Board and/or Secretariat to consult and/or provide input to youth or youth-related initiatives of global importance. In each meeting, the Board was informed of progress made.

To be particularly underlined the very dynamic discussion on youth that took place at the Board meeting in November 2016, after which the Board expressed its concern at the status of the implementation of the IFRC Youth Engagement Strategy adopted by the General Assembly 2013 and urged all National Societies to ensure that the commitments made are implemented and that they provide sufficient attention to youth within their own National Society as well adequately support the IFRC in its youth engagement. The Secretary General was requested to continue his efforts to strengthen Regional RCRC Youth Networks globally. Later, in May 2017, the Board sought to re-ignite the urgency around youth engagement as a key component of our humanitarian response today and in the future. The Governing Board agreed to develop youth engagement indicators of a National Society's good health to be included in the assessment tools such as OCAC and other appropriate existing dashboards. The President urged all National Societies to ensure that their commitments on the Youth Engagement Strategy (Y.E.S.) adopted by the General Assembly in 2013, are implemented and that youth receives sufficient attention within their own National Societies, which are also called on to provide funding on a sustainable basis to the IFRC plan and budget for youth. The Board of September 2016 approved the revised IFRC Youth Policy for submission to the General Assembly. At the same Board session, it was also decided to recommend the incoming Governing Board members to continue working closely with the IFRC Youth Commission in order to facilitate implementation of all previous youth engagement-related governance decisions across the IFRC Secretariat and the membership.

**Board Priority 2: To bring the secretariat much closer to the National Societies and to increase its effectiveness and credibility.**

The Board believes that, for the Secretariat to become closer to National Societies, it needs to improve the relevance and quality of its services, to become more responsive to the demands of its members, and to closely monitor the needs and expectations of National Societies. If National Societies feel that services fall short of expectations, the secretariat must demonstrate

an agile institutional mind-set and demonstrate a willingness to better meet the stated needs. Together with the Secretary General, the Board has tried to further strengthen the secretariat and make it a more resilient institution.

- Effective secretariat

The Board received at each meeting the Secretary General report on progress against the Plan and Budget, adopted by the General Assembly in December 2015. The key priority areas entrusted by the Board to the Secretary General – strengthening National Societies, better coordinating international disaster management, effectively managing the secretariat to respond to needs – were considered by the Secretary General, alongside the measurement of results, to show the difference that the IFRC made. Agreement was reached on four strategies for implementation – governing how the IFRC would work to deliver this support – and eight areas of focus, the areas where the IFRC and National Societies would partner for results.

The Board in June 2016 was informed that a new secretariat organizational structure had been endorsed in 2015 and was being translated into reality. All the global senior management team members and departmental directors were in place during the reporting period. Regional structures had been standardized, the IFRC's field presence had been consolidated by removing a layer of management and criteria had been established for the opening and closing of country offices and country cluster support teams. Secretariat support services had been rationalized, including through the intended establishment of a global IT support centre, in Hungary, that would provide high-quality services at a low cost. The move was expected to generate savings of 2 million Swiss francs per year. The concept of shared leadership, centred geographically or on key thematic areas of focus, had been explored.

In September 2017, the Board welcomed the progress report and the update on the Plan and Budget 2016-2020, as presented by the Secretary General. It fully endorsed the results-based approach in defining strategies for implementation and areas of focus. The proposed budget for 2018-2019 was recommended for adoption by the General Assembly. On the budget projection for 2020 and 2021, the Board welcomed the proposal by the Secretariat to explore the possibility of including 'education' as an additional area of focus.

Progress was made on the establishment of the Solferino Academy, open to all National Societies, to combine and coordinate work on futures and foresight thinking and provide a platform for mutual learning and support.

At the end of 2015, the IFRC moved premises for two years to allow the construction of a new headquarters. The Swiss Government provided land rights and an interest-free loan to facilitate that process. The new facilities will adhere to modern environmental standards and allow the IFRC to host other programmes and generate resources.

- Migration

During this period, migration became a key area of work. Migration is a focus area in the secretariat's plan and budget. In his reports to the Board, the Secretary General highlighted that the IFRC should be ready for long-term engagement, including partnerships with National Societies. At its meeting in June 2016, the Board was informed of the call made by the Secretary General in May 2015, for the establishment of a migration coordination cell to boost the Movement's capacity to respond to people fleeing across the Mediterranean Sea. A response plan to address the humanitarian needs of migrants in the Mediterranean and neighbouring regions was then presented at a partnership meeting in Tunis in September 2015, which outlined a new strategic approach and concrete measures to respond to the challenge. It had three pillars:

(1) assistance, namely the provision, by National Societies, of humanitarian aid to migrants irrespective of their legal status, adopting a needs-based and vulnerability-driven approach; (2) protection, primarily about saving lives, respecting the physical integrity and dignity of human beings, and empowering people to protect themselves and become more resilient to threats.; (3) raising public awareness, encompassing activities to facilitate the integration of migrants into host communities, including language courses, access to housing or employment, vocational training and educational support.

The Board was also informed about the global campaign to “protect humanity”, which recognized that migration was a global phenomenon, not simply European. Although the migration challenges in Europe only constituted a fraction of the humanitarian burden of migration globally, the high visibility of the situation in Europe had raised awareness. The Board requested the Secretary General to develop a IFRC wide advocacy and communications plan related to the issue of Migration and to review relevant policies, building on the existing plan of actions. In November 2016, the Board encouraged the Secretary General to coordinate the various interregional strategies.

In May 2017, the Board received an update on the development of a global strategy on migration, together with the draft IFRC-wide migration advocacy and communication framework, for their respective adoption by the upcoming General Assembly. The final version of the IFRC global strategy and its accompanying road map were approved in September 2017, and will be presented to the Assembly for endorsement.

- Development of Strategy 2030

One of the main themes of the November 2016 Board was: ‘Futures and foresight and the launch of the development of Strategy 2030’. A session on “The Fourth Industrial Revolution” was organized, which was linked with the work led in part by the Solferino Academy, to anticipate and influence trends that are of relevance for our mission. These items provided a foundation for the Board to consider the process and timelines for the development of the Strategy 2030. The Board asked the Secretary General to ensure that the necessary linkages are made between the Strategy 2020 mid-term review, development of Strategy 2030 and Solferino Academy. Board members were encouraged to share their vision for the Federation of 2030.

In May 2017, a substantial time was dedicated by the Board to this item to reflect on future challenges and directions of the IFRC to allow the upcoming General Assembly to have a well-prepared discussion. That debate was followed by the Board meeting of September 2017 which endorsed the discussion paper on initial insights from the consultation process conducted by the Solferino Academy. As a consequence of this process, guidance and suggestions will be provided on the form and timeframe the new Strategy could take, which will contribute to the consultation process for 2018-2019.

<b>Board Priority 3: To strengthen the Governance and leadership of the Governing Board.</b>
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With its third priority, the Board maintained its desire to achieve Governance excellence, in accordance with Decision 8 of the General Assembly in 2013. The suggested action points were turned into an action plan to move towards Governance excellence approved by the Governing Board, and a Board Governance group was established to oversee its implementation.

- Responsible governance

The Governing Board sets out policies, approves strategies and oversees their effective and

proper implementation, including decisions of the General Assembly. During the reporting period, some Board members changed and the secretariat organised *IFRC orientation sessions* for new members, to provide information about the organization and about the Board's roles and responsibilities, as well as to build a working relationship among Board members and to promote general understanding and agreement on how the Board should carry out its work.

Prior to the Board meeting of June 2016 and thereafter, and in pursuit of his task to coordinate the work of the governance bodies, commissions and committees of the IFRC, the President convened the meeting of chairs of five statutory commissions and committees, together with the Secretary General, to discuss how we can work better together to tackle integrity challenges more seriously and more collectively upon the mandate given by the General Assembly.

- Board Working Group on Achieving Governance Excellence

The Group ensured that the Board continued to strive for board excellence based on the findings of the Governance Review that was approved by the General Assembly in 2013. Among the areas of focus for 2016 and 2017, there were the following: to continue using the accountability tools to assess the Board Performance, to initiate the development of an impact Evaluation System of Board decisions, and to follow up on Board decisions by continuously monitoring the "Action sheet/Follow up table". The existing system of a Board action sheet of the decisions developed by the Secretariat was improved following the Group's guidance, to facilitate the Board monitoring of the status of implementation. In June 2016, the Board also requested from the Secretariat a short version of this document, highlighting the top ten outstanding decisions so as the President could use that list at the beginning of board meetings to ensure that outstanding issues were being addressed.

One main element addressed by the Group during the period, was the evaluation of the Board's performance. The Board was regularly informed about a comparative analysis of the Board self-assessment and Board development questionnaires that were completed by the Board members at each meeting. These outcomes have been systematically compared and presented to the Board since May 2015. This ongoing process helped to identify trends and areas for improvement. For instance, the outcomes indicated that the board should react in a more timely manner to conflicts of interest, and should dedicate more time to identifying risks and discussing strategic issues of relevance. In October 2016, the Group decided to merge the two questionnaires to provide a more comprehensive analysis of performance. Thematic sessions of the Board were organized at each meeting in 2016 and 2017.

In terms of finding a good way to be able to evaluate the impact of board decisions, the group agreed that a framework for board decisions would need to be established, and decisions should be prioritized according to their strategic focus, so that the degree to which the board was contributing to the achievement of Strategy 2020 could be measured. As a first step to facilitate measurement of impact, the group decided on the categorization of board. The group was also asked to ensure that a mechanism be established to oversee the review of IFRC existing policies and to act as a governance "clearing house" in line with the recommendations of the policy framework. A consultation process on the status of the current 23 IFRC-wide policies with National Societies was launched by the secretariat, and the preliminary results were presented to the Group which approved the IFRC policy review plan in September 2017. This plan identifies two priorities for 2018: the review of IFRC-wide disaster preparedness and emergency response policies, and the development of a fraud and corruption policy. Furthermore, the Group recommended that a governance group should continue to provide oversight for IFRC policy review and development, and that the question of retiring the identified policies be considered after a more representative sample of National Societies has provided their view on the matter.



- ***Recommendations to the incoming Governing Board on Achieving Governance Excellence.***

Following the recommendation of the Group, in September 2017 the Board dedicated a thematic session to “Working towards the Four Pillars for Excellence”. The session looked back over the four years since the IFRC embarked on its governance transformation as recommended by IMD Global Center, in 2013. It also gave recommendations to the incoming Governing Board. The session was facilitated by Prof Didier Cossin, IMD, who discussed progress made and areas for improvement, stressing that the transformation will require commitment, dedication and well-engineered process. The Board decided that the recommendations made by the Group Achieving Governance Excellence should be considered by the incoming governing board (Decision 17/02/18). Among these recommendations were:

- That a similar governance group should be set up, which would take the lead in maintaining IFRC governance effectiveness as a priority, including the continued implementation of the Board transformation, adopted by the General Assembly in 2013, and the Board performance evaluation.
- That Board composition; Board competencies; Board responsibilities; and Board meetings (as expressed in the Board decision 17/02/18) should continue to be discussed.

• Closed sessions

On request, the Board held closed sessions as appropriate to discuss specific or sensitive issues. Also, as per the Federation constitution and rules of procedure, the Board discussed in closed session the request for applying sanctions to National Societies affected by breaches of integrity. In May and September 2017, the CMC panels for the breaches of integrity cases concerning the Paraguay Red Cross and the Hellenic Red Cross’ recommended that sanctions would be applied to these National Societies, in accordance with Rule 3.5 of the Rules of Procedure and Article 23.1.o) of the Constitution. The recommendations of the CMC panels had not been followed and/or contravened by the National Societies. In both cases, the Board was requested to initiate the suspension process of the National Society as per rule 4.2 of the Rules of Procedures and the two National Societies were invited for a hearing at a closed session of the Governing Board meeting in May and in September 2017.

This was the culmination of a long process during which the IFRC, and in particular the Compliance and Mediation Committee (CMC), has strived to support the two National Societies to solve the issues of integrity which have been affecting them for many years. After hearing the National Societies in September 2017, the Board decided to postpone the suspension for six months, as new elements arose. However, it also decided that the suspensions of the two National Societies will kick in automatically after six months if the National Societies concerned fail to implement the requested obligations, following a report of the CMC to the President.

• Meetings of the President and Vice-Presidents

The President and Vice Presidents were in communication as necessary and always met prior to each Governing Board meeting. In June 2016, they decided on and presented to the Board the terms of reference and composition of the five Board Working Groups to be set up for the period leading to the next General Assembly in 2017. The former working group of “Movement Branding and Resource Mobilization” and the former working group of “Operations / Humanitarian Action” were merged into the working group of “Operational, Coordination and Resource Excellence; the additional four working groups are: “National Society and Volunteer Excellence”; “Governance Excellence”; “Gender and Diversity”; and “Statutory Meetings in 2017 and the 100th anniversary of the IFRC in 2019”. The President also consulted with the

Vice-Presidents on the terms of reference for the new Constitutional Review Advisory Group to lead on the new Constitutional review process, as per the 2015 General Assembly decision (15/22). The President and Vice-Presidents made recommendations to the Board on the nominations for Henry Davison Awards.

During the reporting period, the Vice-President from Asia Pacific Region changed. Dr. Chen Zhu replaced Dr. Zhao Baige.

**Board Priority 4: To maximize Movement coordination by promoting and protecting the sovereignty and dignity of all 190 National Societies and strengthen cooperation with the ICRC in a mutually respectful way**

To maximize Movement coordination, all components should be encouraged to respect each other's mandates, strengths and dignity, to coordinate, and to present a unified face to the world. As has become customary, the President of the ICRC and the Chair of the Standing Commission were invited to the opening of each Governing Board session.

- Board Working Group on Coordination, Operational and Resource Excellence (CORE)

The CORE group was established by merging the former humanitarian action and movement branding and resource mobilization working groups. Its purpose was to provide high level and strategic advice to the Governing Board on measures to help ensure the Organization remained value-driven, evidence-informed, disciplined and sustainable, and to enhance its focus on outcomes and impact in all areas of its work. The main recommendations made by the Group to the Governing Board during the period of this report concerned the following topics: the IFRC's humanitarian and development context, diplomacy and advocacy, partnerships and resource mobilization related to humanitarian action. Moreover, it would assist the board in ensuring collective accountability for humanitarian actions supported by the IFRC or coordinated by the Movement. It would also provide guidance on operational advocacy, partnerships and resource mobilization, including on Movement-wide branding and resource mobilization.

In June 2016, the Board agreed specifically with the proposal to develop a plan of action for implementing Operational Excellence and for Movement-wide resource mobilization and defining key milestones. The group would provide guidance on operational excellence in humanitarian action to avoid potential pitfalls. In November 2016, the Board received a draft "Operational Excellence in the IFRC".

**Board Priority 5: To engage in dynamic humanitarian diplomacy and fundraising.**

In order to be dynamic as humanitarian diplomats, we need to speak with authority, evidence and passion. It is necessary to further pursue strategic humanitarian diplomacy in all our priority areas, as this will enhance the IFRC's reputation, promote its international status, and deliver opportunities for cooperation and resource mobilization. In June 2016, the Board dedicated time to follow up on the 32<sup>nd</sup> International Conference and to be briefed on the World Humanitarian Summit in which the President addressed the Plenary on behalf of our Federation's 190 National Red Cross and Red Crescent Societies and their 17 million volunteers. The Movement engaged actively prior to the Summit where the localization of aid had received significant attention; there had been a positive reform of humanitarian financing, in particular through the Grand Bargain; the links between resilience building and humanitarian action, as well as the diversity of humanitarian action, had been recognized; the need to improve respect for international humanitarian law had been acknowledged; and various relevant initiatives had been launched.

In the context of the *One Billion Coalition for Resilience*, the IFRC had contributed to and signed up to the Grand Bargain, a global alliance for urban crises, a charter for the inclusion of persons with disabilities in humanitarian action and a compact for young people in humanitarian action. It had highlighted its role in relation to migration issues and participated actively in discussions on health, youth, volunteering, gender, community engagement and leadership. The Grand Bargain had been the greatest success of the summit process, with the IFRC pledging to provide 25 per cent of humanitarian funding to local and national responders by 2020, and to ensure the long-term institutional capacity building of various mechanisms, including the Disaster Relief Emergency Fund. In order to capitalize on its commitments under the Grand Bargain, the IFRC should further support the development of National Societies, and it had been suggested that additional funding could be provided for that purpose by means of a National Society Investment Fund. Work was under way to develop that mechanism.

### **Other constitutional functions of the Board**

The Board performed other functions to meet the needs of the IFRC including other elements of Governance, such as the Finance Commission and Risk and Audit Committee, the CMC, and the Election Committee. Each of these groups will report independently to the General Assembly. Some comments on their interactions with the Board are provided below:

- Finance Commission

The Board examined the activity, financial and budgetary reports submitted by the Secretary General and the Finance Commission, and made recommendations for their final approval by the General Assembly. In particular, the process for the 2016 Review of Statutory Contribution was presented to the Board regularly. In September 2017, the Board endorsed the Finance Commission's recommendation to the General Assembly to maintain the current formula for Statutory Contribution quota-setting for 2018 and 2019. It is additionally recommended to the General Assembly to lower the ceiling for the largest contributor from 19.0% to 16.5% of the total statutory contribution quota, and that the Finance Commission continue its work with regard to the issues of equity raised, including quality of declarations, completeness of declarations, and consistency of income treatment. However, the Board made it clear that this is only for an interim period and asked the Finance Commission to continue its work with regard to the issues of equity raised and to present its proposal to the General Assembly for approval in 2019.

- Audit and Risk Committee and Audit and Risk Commission

As per the constitutional change in 2015, the Audit and Risk Committee of the Finance Commission, became a Commission reporting directly to the Governing Board. In June 2016, the Board appointed its members, as per the proposal of the Election Committee, for a term of office lasting until the General Assembly of 2019. The Commission reported on its work to the Governing Board at every session on matters or risk as per its terms of reference, and a risk register to inform the roles of the Audit and Risk Commission and other committees and commissions was drawn up. In November 2016, the Board took note of the Top 10 organization risk register presented by the Commission.

- Compliance and Mediation Committee

The Board examined the work report of this statutory Committee at each meeting. In June 2016, the Board endorsed the work plan of the CMC, and guided the Committee for the development of its working procedures and on the use of the right of initiative, specifically on the indicators it will use from the Dashboard. In November 2016 and September 2017, the Board endorsed

the three criteria that the Committee will consider using to initiate a review of a breach of integrity or any dispute, as well as the procedure to be followed.

- Election Committee

The Board received the reports of the Election Committee at each Board Meeting, including proposals for filling of vacancies in other committees and commissions. In November 2016, the Board approved the revised Electoral Standards presented by the Committee. Further, in September 2017, the Board approved the interpretation of the Electoral Standards as made by the Election Committee and urged that all National Societies should comply with their obligations under Article 8 of the Constitution and specifically pay their arrears as per obligations under the Constitution. This is specifically the case for those that are running for elections at the General Assembly. The Election Committee was requested by the Board to address the issues raised during the meeting in relation to the eligibility criteria of National Societies within the Electoral Standards, and to report back to the next Governing Board in 2018.

- Constitutional Review Advisory Group

It was decided that the Group formed by experts from National Societies, with balanced geographical and gender representation, would report to the President and the Vice-Presidents and, through them, to the Board. A consultant was appointed to review, formulate and submit to the Board any proposed amendment to the IFRC Constitution and Rules of Procedure, and to prepare the recommendations to be made to the Board in time to be considered by the General Assembly in 2017. At each Board meeting, there was a focus on the Constitutional review process. In June 2016, a comparative analysis of different governance structures as well as best practices within the international organization and not-for-profit sectors was presented to the Board, that transmitted the study to the advisory group along with the points discussed and raised during the Board meeting for their guidance and reflections. In November 2016, the Board endorsed the overall direction of the Group before the consultation with the membership was launched.

In follow up to the National Society consultations held in December 2016 and April 2017, the Governing Board approved in May 2017, for the purpose of submission to National Societies, a number of the recommendations in relation to the streamlining of the statutory texts and the proposed substantive amendments, for adoption at the next General Assembly. The Board also adopted additional proposals that were jointly submitted by the Audit & Risk Commission and the Finance Commission on the appointment of external auditors, approval of the audited financial statements, and other amendments. At its September 2017 meeting, the Board approved the recommendations of the Constitutional Review Advisory Group in relation to streamlining and substantive amendments to the statutory texts.

In parallel to the constitutional amendment, at the Board session of November 2016 and September 2017, the Chair of the Review Group on National Society Statutory and Legal Base Guidance gave updates on the review process that the group had initiated in response to the Joint Statutes Commission report to the 2015 Council of Delegates. The 2017 General Assembly will be consulted on this process.

- Board Statutory Meetings working group

This working group dealt with all matters relating to Statutory Meetings, with the main task to draw up a draft agenda, structure and programme for the 2017 General Assembly and to provide guidance and input on the agenda for the Council of Delegates and the 100th anniversary of the

IFRC in 2019.

- Board Working Group on Gender and Diversity

The purpose of the group, which was linked to the areas of focus of social inclusion and building a culture of non-violence and peace, has been to provide guidance on advancing the integration of gender and diversity, including the prevention of gender-based violence, into all programmes, services and structures of the Secretariat in effectively supporting National Societies. The group followed the advancements made by the various initiatives and Secretariat major areas of work: a) The Strategic Framework of Gender and Diversity 2013-2020 – a mid-term review will be done in 2017; b) Minimum Standard Commitments on Gender and Diversity in Emergency Programming, is being finalized and contextualized; and c) Follow-up to the Resolution on Sexual and Gender-Based Violence adopted in the 32<sup>nd</sup> International Conference, 2015 in three areas: 1) development of a Federation-wide policy on the Prevention of Sexual Exploitation and Abuse; 2) follow-up on the Report “Unseen, Unheard” to prevent and respond to Sexual and Gender-Based Violence through further research on policy and law to advance work; and 3) a Federation-wide training on Sexual and Gender-Based Violence is being developed and will be rolled out in National Societies in 2017.

Regional Conferences (Annex - Document available in the Conference working languages only.)

The Governing Board received regular reports on the Regional Conferences, either updating on preparations, or on outcomes. The Board approved the respective assessment reports necessary for hosting a Regional Conference, and the outlined budgets and agendas of the conferences. Attached to this report are the outcomes of the 9<sup>th</sup> Pan African Conference that took place during the report period, in Abidjan, Côte d'Ivoire, from 9 to 12 April 2017—under the theme, “Investing in Africa”. At its session in May 2017, the Board decided that the 10<sup>th</sup> European Conference will take place from 2 to 4 May 2018 in Almaty, Kazakhstan; in the September 2017 session, the Board confirmed its approval for the 21<sup>st</sup> Inter-American Conference to be held in Buenos Aires (Argentina) in March 2019 and decided to follow the recommendation of the planning committee for the Pan African Conference to accept the offer of the Kenya Red Cross to host the 10<sup>th</sup> Pan African Conference in 2021. At the same Board meeting, it was also decided, subject to the assessment mission of the Secretary General, to accept the offer of the Philippine Red Cross to host the 10<sup>th</sup> Asia Pacific Conference in the second half of 2018.



International Federation  
of Red Cross and Red Crescent Societies

## 9<sup>th</sup> Pan African Conference Investing in Africa

Abidjan, Côte d'Ivoire | 9 to 12 April 2017

### Investing in Africa: Abidjan Plan of Action

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We, the leaders of the National Red Cross and Red Crescent Societies of Africa, gathered in Abidjan from 9 to 12 April 2017 for at the 9<sup>th</sup> Pan-African Conference of the International Federation of Red Cross and Red Crescent Societies,

*Paying* tribute to the Red Cross and Red Crescent volunteers and staff who have lost their lives in the service of humanity;

*Recalling* the Ouagadougou Declaration adopted at the 5<sup>th</sup> Pan-African Conference in 2000, the Algiers Plan of Action adopted at the 6<sup>th</sup> Pan-African Conference in 2004, and the Johannesburg Commitments adopted at the 7<sup>th</sup> Pan-African Conference in 2008;

*Building on* the Addis Ababa Plan of Action adopted at the 8<sup>th</sup> Pan-African Conference in 2012;

*Recognizing* the recurring and growing risks facing Africa, particularly in the areas of disasters, food insecurity, health challenges, the impact of climate change, and migration;

*Determined* to grow and sustain Red Cross and Red Crescent work and community actions across Africa, with a renewed emphasis on local, national and regional partnerships;

*Focusing* on strengthening resilience of communities to respond to humanitarian challenges, by building capacities and skills locally;

*Appreciating* that the growing economies in Africa provide new opportunities to raise local and regional resources to support our humanitarian and development work;

*Advocating* for Movement partners to continue engaging with African National Societies to achieve sustainable structures and services;

*Determined* to maintain and enhance the positive reputation and public image of the Red Cross and Red Crescent locally, regionally and internationally;

We commit collectively and individually to investing in Africa, and the implementation of this plan of action.

## Abidjan commitments

### Key actions

1. Strengthen our capacities in leadership, including governance and management, accountability and sustainability;
2. Develop and sustain diverse partnerships that facilitate cross border collaboration to strengthen evidence-based programming, such as building community resilience, support to migrants, early warning and risk reduction, etc.;
3. Reinforce our auxiliary role with the public authorities at all levels, through strengthened relationships and constant dialogue;
4. Include a youth representative as a full board member, and ensure that young people are engaged in both the development and implementation of programmes and activities;
5. Strengthen peer support mechanisms, such as the Africa Governance Group (AGG) and regional networks.

Together, we will work to build a culture of planning, monitoring and evaluation of the implementation of these actions, guided by concrete indicators.

The actions will reinforce the capacity and sustainability of African National Societies and communities to scale up their development and humanitarian work across the continent.

### Key indicators

Four key indicators have been identified to measure progress against the Abidjan Plan of Action:

- Indicator 1:** Number National Societies with established risk management framework, and processes to develop a culture of transparency and accountability.
- Indicator 2:** Number of National Societies with more than 50 per cent of their income generated domestically, and that have revised legislation to ensure access to public funds.
- Indicator 3:** Number of National Societies that achieve full compliance with their statutory obligations, as recorded on the Compliance and Mediation Committee (CMC) dashboard.
- Indicator 4:** Number of National Societies that have both an implemented youth policy and an empowered youth representative on their board, elected by youth.

In support of these indicators, African National Societies will:

- Maintain the Africa Governance Group (AGG) as a peer review body with oversight responsibility for monitoring overall governance among African National Societies.
- Request the Pan-African Conference steering committee to prepare appropriate measurement tools to enable National Societies to effectively measure progress against this plan of action.
- Request the steering committee to review the composition, structure, and functions of the pan-African coordination team, in consultation with African National Society.
- Report against the Abidjan Plan of Action indicators, coordinated by the PACT.

## **Acknowledgement**

The leadership of the National Red Cross and Red Crescent Societies of Africa and the International Federation of Red Cross and Red Crescent Societies wish to express their warmest thanks and appreciation to the leadership, staff and volunteers of the Red Cross Society of Côte d'Ivoire, for their warm hospitality and excellent organization of the 9<sup>th</sup> Pan-African Conference, and to the government of Côte d'Ivoire for its continued and invaluable commitment towards humanitarian action.

**Abidjan, Côte d'Ivoire – 12 April 2017**



# ANNEX 3

INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES

21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017

Item 2.3 of the agenda

Secretary General report including Financial report



**Draft decision:**

It is recommended that:

The General Assembly,

*takes note* of the Secretary General written report.

## **Secretary General's Report to the 21<sup>st</sup> Session of the General Assembly, Antalya, Turkey, 6-8 November 2017**

### **Reporting period: 1 January 2016 to 15 September 2017**

(from the 20<sup>th</sup> Session of the General Assembly, Geneva, Switzerland, 4-6 December 2015, up to 15 September 2017)

This 21-month report to the Governing Board summarises progress made by the International Federation of Red Cross and Red Crescent Societies between 1 January 2016 and 15 September 2017.

This Section I highlights progress across broad themes. Section II gives tabulated, bullet-pointed information on IFRC performance against the four Strategies for Implementation and the eight Areas of Focus of the 2016-2020 IFRC Plan and Budget, which was agreed by the 20<sup>th</sup> Session of the General Assembly in Geneva in December 2015.

## **Section I**

### *Overview*

The UN estimates that there are over 100 million people a year in need of humanitarian help, at a cost of USD 22 billion. We are living in a period of unprecedented humanitarian need, where both the values and the actions of our Federation are needed more than ever.

A look back over nearly two years sees mounting challenges in three broad areas: those of Disaster, Disease and Displacement. Every month brought new natural disasters – from earthquakes to floods to mudslides to wildfires to famines – and many are clearly linked to climate change. We saw disease outbreaks all over the world, and most cruelly as the result of famine, for instance in East Africa. As the Zika virus again showed, disease knows no borders. Meanwhile the UN records 66 million people displaced worldwide in 2017 – the highest number since the end of the Second World War. 44 million of those people are displaced within their own countries, and 22 million outside them.

As the world's largest humanitarian network – with its 190 National Societies and their 450,000 staff and 17 million volunteers – the IFRC is uniquely placed to serve humanity in need. The fact that we are in and of our communities – speaking their languages, knowing their customs, living among them – means that it is there before, during and after crises. We are uniquely placed to bridge the divides between disaster preparedness and disaster response, and the priorities of both the shorter-term humanitarian agenda and the longer-term development agenda.

The Federation pays a terrible price for its commitment to community and humanity. During the period, we lost 12 staff and volunteers in 2016, and – in 2017 to date – no less than 29, from Afghanistan to the Central African Republic to Germany to Mali to Mexico to Nigeria to South Africa to Syria. In Syria alone, we have lost over 60 colleagues since the crisis began in 2011, and in September 2016 the Red Cross Red Crescent family expressed its collective outrage after a fatal air attack on one of its aid convoys in Aleppo.

So as the world hurts, so does the IFRC. Yet the IFRC is more than ever committed to alleviating suffering, safeguarding human dignity, and promoting better lives.

A key decision was taken at the Governing Board of September 2017, to recommend that we add the provision of humanitarian education to the work of the IFRC and its National Societies. The priority is to teach young people – millions of whom have known nothing but conflict and deprivation – the humanitarian values which stem from the primacy of humanity itself. The Federation is already heavily engaged through its ‘Youth as Agents of Behavioural Change’ programme and – with the support of the General Assembly – would deepen this work considerably to instill in a new generation the values of respect and community which are key to the health of a hurting world.

In the words of its theme for World Red Cross and Red Crescent Day, 8 May 2016, the IFRC it remains ‘everywhere for everyone’.

### **Strengthening National Society capacities** *(Strategy for Implementation 1)*

IFRC is a federation which first and foremost serves its 190 member National Societies, many of which face major capacity challenges in building resilience, strengthening readiness and ensuring effective response to crises.

National Societies, like the Secretariat, are committed to continual improvement in their governance, and a number have faced compliance and integrity issues over reporting and accounting, and in isolated cases of fraud and corruption. 99 of them have now completed Phase 1 of the Organizational Capacity Assessment and Certification process. Over 80% of them have reported on all seven key indicators for the Federation-Wide Databank and Reporting System, with a 100 per cent response rate from all National Societies on at least one indicator.

A new Investment Mechanism – to allow for comprehensive, multi-year support to the development of National Societies – should be launched in the second half of 2017. Meanwhile the IFRC Capacity Building Fund has invested CHF 1.5 million in supporting 30 National societies. 36 Societies in Africa were selected to receive up to CHF 10,000 each from a Seed Grants Programme. Over 40 National Societies have received sustained training and support in Community Engagement and Accountability for emergency and longer-term development operations. 12 National Societies were supported in developing their strategic plans over the period, and 20 were supported in adopting new Red Cross or Red Crescent laws or influencing the national adoption of new humanitarian laws.

Looking further ahead, IFRC has worked with more than 80 National Society leaders – including many youth leaders – to use the ‘futures and foresight’ methodology to help shape their internal strategic planning and begin the important dialogues that will inform our collective thinking around Strategy 2030.

## **Ensuring effective international disaster management** *(Strategy for Implementation 2)*

48 emergency appeals were launched during the reporting period seeking CHF 219 million, as well as 123 DREF operations amounting to CHF 30 million. There were several Movement-wide appeals, carried out in close coordination with ICRC, such as those in Yemen, Somalia and Nigeria.

Over 23 million people were targeted for assistance during the period through emergency appeals, and an additional 10 million people through DREF operations.

Some 9.2 million displaced people, migrants and host communities have been supported by IFRC through assistance, protection, advocacy and awareness raising programmes (throughout 2017 and including Syria). 6 million people were targeted through Emergency Appeal and DREF Population Movement responses in 17 countries.

In 2016 alone, 39 National Societies in Europe were engaged in migration-related activities, mobilizing more than 100,000 volunteers and 13,000 staff. 17 million food parcels and meals; one million instances of support in health matters; 2.6 million blankets, sleeping bags and items of clothing: these are some of the statistics quantifying IFRC support for migrants in the period.

Over the period, some 65 National Societies have supported an IFRC Emergency Appeal or a DREF operation with financial or human resources, including 35 National Societies with Regional Disaster Response Team members. This is testimony to the collective spirit of solidarity within the IFRC.

Each of the IFRC's Areas of Focus – disaster risk reduction, shelter, livelihoods, health, water and sanitation, fostering the culture of non-violence and peace, social inclusion, migration – have witnessed their own successes, outlined in Section II and built around initiatives for regional and global coordination, and capacity building.

The IFRC led responses to several major disasters in the period, from the earthquake in Ecuador in April 2016 to Hurricanes Harvey, Irma and Jose – and the worst flooding in Nepal, Bangladesh and India for 100 years – in September 2017. It has also led the response to the severe food insecurity which continues to threaten over 20 million lives in Somalia, Sudan, Ethiopia, Nigeria and Yemen. Explosive cholera outbreaks in famine-threatened countries – above all Yemen and Somalia – have compounded an already fragile situation and necessitated emergency response from National Societies and the deployment of Emergency Response Units. 300,000 people in Latin America and the Caribbean have benefited directly from the Federation's work to fight the Zika virus.

Conflict continues to scar our societies, in the form of protracted crisis in Syria, Yemen, Iraq, Libya, Afghanistan, and in an increasing number of brutal attacks on ordinary citizens in a growing number of places around the world. The Federation is present in them all. In Syria, largely through the work of the Syrian Arab Red Crescent, we collectively reach more than five million people each month through the combined efforts of more than 7,000 active volunteers and 2,000 staff.

Clear evidence of the effectiveness of RCRC humanitarian work came in June 2017 when an independent study showed that Red Cross volunteers and staff may have saved up to 10,000 lives in the wake of the 2014 Ebola crisis, by assuring safe and dignified burial for some 50,000 people.

IFRC has also worked during the period to strengthen its collective readiness to respond to emergencies across the membership. Our understanding of risks and our ability to spot potential disasters ahead of time have been enhanced with the launch of ‘Risk Watch’, and with joint work carried out with the Climate Centre on forecast based financing. Likewise, work on the ‘GO’ digital emergency operations information platform is improving our ability to ensure effective surge support. The ongoing work of the health and WASH (Water, Sanitation and Health) teams to strengthen Emergency Response Unit capacity through training programmes and the development of evidence based guidance have deepened our work in strengthening readiness. The recently launched Cash Roadmap will help build capability across our membership to use cash effectively, improving humanitarian response and helping to restore dignity.

Over the reporting period, the Federation saw its disaster risk reduction investment treble since 2009. This includes National Society disaster preparedness, community-based Disaster Risk Reduction and disaster preparedness, and climate change adaptation and mitigation. DRR projects were implemented by over 120 National Societies, reaching more than 30 million vulnerable people. The IFRC has carried out research on its own projects showing that a dollar spent on disaster preparedness saves up to 16 dollars in disaster relief.

The One Billion Coalition on Resilience (‘1 BC’) continues to gain momentum, with additional partners joining the coalition and – most importantly – the increasing involvement of partners in strengthening community level resilience. We have seen six new institutional partners formally registering with the Campaign: UNICEF, the WFP, the Connecting Business Initiative, Murgency, Boston Consulting Group and Satellite Applications Catapult. The courier company UPS has indicated its intention to be the first global corporate donor to 1BC.

During the reporting period, work on enhancing the IFRC Vulnerability and Capacity Assessment, VCA, tool (including a proposal to develop a digital VCA) was completed, and will be used to target resilience activities more effectively, as well as to create better baselines from which to measure progress. The IFRC's use of cash programming saw it make 50,000 multipurpose cash grants, and its use of Forecast-based Financing saw it win a Global Innovation Award.

## **Influencing others as leading strategic partners in humanitarian action and community resilience**

### ***(Strategy for Implementation 3)***

IFRC continues to shape the global humanitarian agenda, working with partners, governments and other international organizations to advocate for humanitarian principles and to influence policy making for our membership. High level humanitarian diplomacy during the period has focused especially on promoting the critical role of local actors, as a result of the IFRC being tasked to chair and lead the 'localisation' workstream coming out of the May 2016 World Humanitarian Summit in Istanbul, Turkey, at which the IFRC had a big planning and strategic role. IFRC co-hosted with the Swiss Government the first annual meeting on the Grand Bargain in June 2017, and it continued to champion localization as the critical means of achieving the Sustainable Development Goals.

Other significant humanitarian diplomacy has taken place over the rights and protection of migrants, the need for increasing support for resilience building, and enhancing tolerance and a culture of non-violence.

The IFRC continues to advocate best humanitarian practice at the World Bank Spring and Autumn Meetings in Washington, the World Economic Forum in Davos, Habitat III, COP 22, and a number of other high-level meetings and decision-making processes. These include UN ECOSOC and General Assembly resolutions on strengthening coordination in humanitarian assistance, New York Declaration from the UN High Level Meeting on Migrants and Refugees, the East African Community DRR Act, the Asian Ministerial Conference for Disaster Risk Reduction Communique, Gulf Cooperation Council (GCC) IDRL Manual, and the International Law Commission's Draft Articles on the Protection of Persons in the Event of Disasters.

The IFRC is making major contributions to global discussion on compact for migration and refugees. The needs of migrants and the critical role of information and protection were highlighted by the Secretary General at the Syrian Pledging Conference in Brussels in April 2017. The IFRC has developed a virtual volunteer app, launched in 2017, which is providing much needed information to people on the move: it has 30,000 users already in Sweden, Greece and Italy, with a new version to be launched for the Philippines.

In July 2017, a UN Conference in New York adopted the Treaty on the Prohibition of Nuclear Weapons, the first multilateral legally-binding instrument for nuclear disarmament to have been negotiated in 20 years. IFRC, ICRC and many National Societies were heavily involved in this work.

Some CHF 384 million in voluntary resources were raised from 1 January 2016 to 31 July 2017. Of this, approximately CHF 22.5 million was raised for regular resources, CHF 149.1 million for other resources, and CHF 212.4 million for humanitarian response. In mid-2017 an agreement for EUR 44.2 million was signed by the Danish Red Cross with the EU Trust Fund for the Syria Crisis (MADAD Fund). IFRC will lead implementation in Turkey and Jordan for the next three years.

IFRC communications outreach continues to grow. IFRC Twitter followers have risen 30 per cent over the last year and, in the first three months of 2017, engagement in IFRC's Twitter content increased by 50%. The pick-up of media releases has risen by 30%. As a network, the IFRC continues to work together to align and unlock its global communications potential. 16 National Societies have been working with IFRC to produce and share content across the network to support fund raising and advocacy in the fight against famine in Central and East Africa. 2017 saw a 20% increase in the number of National Societies engaged in the official 8 May campaign for International Red Cross and Red Crescent Day.

### **Ensuring a strong IFRC** *(Strategy for Implementation 4)*

Within the IFRC, the change process is well advanced, with 22 divisions streamlined into nine, and with the new Global Service Centre opening in Budapest in July 2017. The Centre, housing the bulk of the IFRC IT operation and bringing savings of CHF 2 million a year, sits alongside the Europe Regional Office in new premises granted by the government of Hungary.

The IFRC moved into temporary headquarters in the Ikea building in Vernier, Geneva, in December 2015 while its longstanding headquarters in Petit-Saconnex, Geneva are being refurbished. That process is on time and budget, and should allow for re-entry into the building in the third quarter of 2018.

A staff survey carried out in late 2016 has led to a new engagement strategy to ensure the continued strengthening of leadership and management skills, ethics, inclusion and teamwork. 26 internal audits of field operations were performed by the Office of Internal Audit and Investigation (OIAI) during 2016 and 2017. Meanwhile the Governing Board's four-year programme to achieve its four pillars of excellence concluded in September 2017, with a number of recommendations being passed on to the new Board to take office from November 2017 onwards.

### **Looking forwards**

The IFRC approaches the 2017 General Assembly with four strategic priorities in which it seeks the guidance of its National Societies.

On migration, it has tabled a Global Strategy and an accompanying Road Map from 2018 to 2022 – its plan of action for addressing the plight of migrants along all migratory routes, and working towards comprehensive solutions involving countries of origin, transit and destination.

On youth, its 2016-2017 Youth Commission report summarises the progress made on youth engagement, and proposes solutions for addressing the remaining gaps. It also calls for



increased collective investment. The report also introduces the revised Youth Policy for adoption by the membership, and outlines the IFRC Youth Commission's 2018-2019 priorities.

On volunteers, it now asks the Assembly to extend the Volunteering Policy, and to approve the Volunteer Charter which will serve as a global motivator and source of protection for all Red Cross and Red Crescent volunteers, uniting the Movement around a common call to action.

Volunteers remain the core of the National Societies, and central to the Movement. During the first half of 2017 a new and virtual Volunteering Alliance was launched, which already has 41 National Society members. IFRC will continue to grow this alliance further, as well as to continue to support other volunteering initiatives, including preparing for the first Global Technical Meeting on Volunteering to be hosted by IFRC in 2020.

As the IFRC approaches its 100<sup>th</sup> birthday in 2019, it is already looking far beyond, in articulating its 'Strategy 2030' for the period 2020-2030. Testimony to the sheer importance of the work of the Federation for young people, a multi-player online game played via WhatsApp has received 200,000 messages from 3,500 young people from 120 National Societies, passionate about the future of humanitarian need and the Movement. The Assembly also has before it a discussion paper on initial insights on the next Strategy of a forward-looking organization which seeks to serve humanity well into its second century.

## Section II: Progress against Plan and Budget 2016-2020

*This section summarises progress made against Plan and Budget 2016-2020 between 1 January 2016 and 30 August 2017, unless otherwise indicated. Where possible, the report notes progress against specific indicators included in the Plan and Budget Results Matrix. A short section on financial reporting is included at the end of this section.*

### Strategies for Implementation

#### *SFI 1: Strengthen National Society (NS) capacities and ensure sustained and relevant presence in communities*

*SFI 1.1: Support National Societies to become more accountable & sustainable organisations*

##### **Indicators**

- In total, 99 National Societies (NS) have completed Organisational Capacity Assessment and Certification (OCAC) Phase 1.
- 2 NS have completed OCAC Phase 2.
- A total of 354 branches in Asia-Pacific and 350 branches in the Americas have to date used the Branch Organisational Capacity Assessment (BOCA) methodology.
- Over 40 National Societies are receiving sustained training and support in Community Engagement and Accountability (CEA) for emergency and longer-term development operations.

##### **Narrative**

- On 29 March 2017, the IFRC and ICRC received from the **Marshall Islands NS an application for recognition** by the ICRC and admission by the IFRC.
- **Bhutan established an NS** on 8 May 2017 and is working towards being able to fulfil 10 conditions for recognition by the ICRC and subsequently admission by the IFRC.
- Twenty-nine NS received **intensive organizational development support** during the reporting period. Assistance provided was based on the specific needs of NS as identified by OCAC and ranged from support for a new institutional risk management approach, to support to put in place new management and governance teams, or a series of missions to support the resolution of long running integrity issues.
- A new **National Society Investment Mechanism** is being developed with ICRC to allow for comprehensive, multi-year support to NS.

- In line with the Secretary General's commitment to support the development of NS, **30 of them benefited from a total of 1,506,460 CHF allocations from the Capacity Building Fund** during the reporting period. In addition, 36 Societies in Africa were selected to receive up to 10,000 CHF each from a Seed Grants Programme that was managed by the Africa Regional Office and funded by the CBF.
- **New Statutes Guidelines** are being developed in a joint effort between 10 NS, the IFRC, the ICRC and the Joint Statutes Commission, to allow NS to adapt statutes that are compatible with their domestic legal requirements. Finalisation expected in 2018.
- Following the African Partnership Meeting in January 2017, the IFRC created the '**Shared leadership Network on National Society Development (NSD)**' to ensure a collective approach to African National Society (ANS) development issues based on National Society priorities and needs. This coherent approach by Red Cross Red Crescent Movement partners on NSD aims to support ANS becoming the humanitarian partner of choice to their Governments and Donors.
- A workshop on the theme '**Addressing governance, integrity, accountability and transparency issues within member National Societies in Africa**' was held in December 2016. It brought together key leadership of 18 African National Societies and management of ICRC, IFRC and several Partner National Societies to reflect on current African integrity challenges and dynamics and identify concrete steps to address integrity frameworks. These National Societies through the '**Nairobi Commitment on Integrity and Accountability**' pledged to take collective action to combat integrity and governance issues within member National Societies in Africa whilst undertaking to implement two proto types aimed at enhancing integrity and good governance in their respective National Societies.
- **The Global IFRC Youth Engagement Survey** was completed, with inputs from 126 NS. A Youth in School Safety (YSS) programme module was developed and implemented in five NS (Cambodia, Laos, Myanmar, Brunei, Indonesia) and Youth Empowerment in Community Action (YEC) Programme module was developed and implemented in three NS (Cambodia, Vietnam, Laos).
- The **Volunteering Alliance**, hosted by the Kenyan NS, was launched in Nairobi. 39 NS across all regions are members; five technical teams were established to implement the **Volunteering Plan of Action**.
- A [Movement Community Engagement and Accountability \(CEA\)](#) toolbox, library and training curriculum was finalized and launched jointly with the ICRC. Focus on integrating CEA in emergency and longer-term development operations. Additional guiding tools include a social media engagement guide, migrant feedback and perception surveys and a listening methodology

- A CEA Roadmap ‘Strengthening Community Engagement and Accountability for effective local leadership’ will inform policy and operational steps to mainstream CEA more systematically across the network, including through the development of minimum standards.
- The **Federation-wide Databank and Reporting System (FDRS)**: the 2015 reporting period saw a 100 per cent response rate from National Societies on at least one key indicator and 83 per cent of NS reporting on all seven key indicators. The 2016 FDRS process began on 1 June 2017 and IFRC has advised all NS on improving data accuracy. New indicators have been added, and data disaggregated by gender and age will better inform NS. To date, 67 NS have provided data to FDRS.

*SFI 1.2: Strengthen identity, role & mandate of the National Societies*

**Indicators**

- NS supported in completing strategic plans:  
Asia-Pacific: Solomon Islands, Vanuatu, Mongolia  
MENA: Iran, Lebanon, Syria  
Africa: Mauritius, Namibia, Zambia  
Europe: Russia  
Americas: Costa Rica, Ecuador
- NS supported in adopting new Red Cross laws or influencing national adoption of new humanitarian laws:  
Asia-Pacific: China, Mongolia, Fiji, Bhutan, Myanmar, Laos  
MENA: n/a  
Africa: Gambia, Cape Verde, Zimbabwe, Guinea Bissau  
Europe: Russia, Armenia, Georgia, Kyrgyzstan, Finland, Mongolia  
Americas: Paraguay, Antigua & Barbuda, Costa Rica, Ecuador

**Narrative**

- The online engagement around the 2016 International Volunteer Day (5 December 2016) was unprecedented. **The Red Cross Red Crescent human chain** was the most popular post of 2016 with 515,000 people reached via IFRC’s Facebook page and 66,000 impressions (on Twitter). More than 30

	<p>National Societies participated in the social media push.</p> <ul style="list-style-type: none"> <li>• 38 of 48 National Societies that responded to a survey reported having in place <b>strategic communication plans</b> that have been endorsed by their leadership. 39 reported carrying out <b>regular media and social media monitoring</b>, with 45 reporting regular use of IFRC resources provided through the Newswire distribution tool.</li> <li>• <b>35 National Societies from across all Regions have submitted their statutes</b> to the Joint Statutes Commission (JSC) for their recommendations; and a further four (Laos, India, Ukraine and Kyrgyzstan) have requested support of the JSC/IFRC in the development of new Red Cross Laws.</li> <li>• IFRC and 36 National Societies have engaged #NotATarget a social media campaign to protest attacks on Red Cross and Red Crescent volunteers and staff.</li> </ul>
<p><i>SFI 1.3: Programmatic support to National Societies</i></p>	<p>Please see under Areas of Focus 1 to 8</p>
<p><i>SFI 1.4: Knowledge brokering and innovation within IFRC</i></p>	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• 290,060 individuals are registered on the IFRC shared learning platform, of which 118,870 are considered as active (connected to the platform in the past 18 months)</li> <li>• 217 courses and resources are available in English, 134 in Spanish, 131 in French, and 32 in Arabic. 13 NS are hosting courses and resources.</li> </ul> <p><b>Narrative</b></p> <ul style="list-style-type: none"> <li>• A number of partnerships have been formed to support IFRC Innovation work. Among partners are Airbus, The Humanitarian Leadership Academy, Institute of Development Studies, UN OCHA, <u>Philips, Zurich Insurance, Hamburg University, UNDP and The Positive Deviance Academy of Denmark, Edge DNA.</u> The areas of support include innovation in flood resilience, “reverse logistics” addressing environmental and climate related hazards through the re-purposing of e-waste, development of virtual reality training tools for disaster and emergency delegates, data literacy and others.</li> <li>• The <b>Virtual Volunteer platform</b> (<a href="http://www.virtualvolunteer.org">www.virtualvolunteer.org</a>), application developed by IFRC in partnership with IBM and the Swedish Red Cross, helps migrants access reliable and practical information</li> </ul>

and support wherever they are. It was launched in Greece, Sweden and Italy and will now extend progressively to other countries and regions. Since its launch in 2016 the platform has been accessed by more than 30,000 people.

- Seven National Societies from Asia Pacific and eastern Africa are now using **U-Report – a community engagement platform and a large-scale messaging tool** designed that allows communities to voice their opinions on issues that they care about. This is part of the IFRC-UNICEF partnership within the One Billion Coalition for Resilience.
- The first **Global Innovation Accelerator** was held in Madrid in January 2017. 24 staff and volunteers from National Societies were selected through a global competition and will now participate in a year-long development program, that includes training, coaching, mentoring and some resource support to help them trial innovation projects in their National Societies
- A “**Futures and foresight strategy**” is being developed to help the IFRC and National Societies carry out horizon scanning and planning for new trends in humanitarian and development work. An internal steering committee has been formed to guide IFRC work in this emerging field. It features representatives from six National Societies, along with the Chair of the Youth Commission and representatives from IFRC management. An expert advisory group has also been formed, involving external futures and foresight experts from Hewlett Packard, Airbus, UNESCO and the Rockefeller Foundation. Leaders (including youth leaders) from more than 80 NS have done Futures and Foresight workshops. Two NS have begun implementing Futures and Foresight methodology, which also informs 100 NS in their Strategy 2030 discussions.
- A multi-player online game, played via WhatsApp and targeting young people’s views on **Strategy 2030**, was piloted with five NS. 30,000 messages were received from 500 young people commenting on the future of humanitarian need and the RCRC Movement. A global rollout is staged for September 2017.
- An **NS collective** has been formed to explore innovative financing mechanisms, e.g. impact investment, development bonds, Islamic financing
- IFRC in collaboration with Ground Truth is supporting Italian Red Cross and Austrian Red Cross to systematically collect the **views of affected people** on key aspects of their programmes, analyse them and help the NSs in understanding and communicating the resulting insights back to migrants. The methodology will be expanded to other services and replicated in other contexts.
- Work is ongoing with donors to fund a feasibility study around the Transparency commitment of the Grand Bargain, where the IFRC committed to examine the feasibility of using the **International Aid Transparency Initiative** (IATI) to publish timely, transparent, harmonized and open high-quality data.

## *SFI 2: Ensure effective international disaster management*

### *SFI 2.1: Coordination of international disaster management*

#### **Indicators**

- A total of 48 Emergency Appeals were launched and three Movement response plans created (in Nigeria, South Sudan and Yemen, with funding channelled through the ICRC) seeking a total of CHF 219,201,881 and targeting 23,580,118 people.
- The Disaster Relief Emergency Fund (DREF) allocated a total of CHF 30,045,950 to support 123 operations and 40 start-up loans (including the two Movement response plans). DREF operations targeted 10,014,893 people.
- 64 NS supported an IFRC Emergency Appeal and/or a DREF with financial and/or human resources, including 35 NS which deployed Regional Disaster Response Team (RDRT) members.
- From the 66 emergency response operations that included a community engagement and accountability initiative in the last two years 50 of them were in the first 3 quarters of 2017.
- The IFRC engaged in inter-agency coordination in 45 emergency response operations (Appeals and DREFs) in 2017 (including leading the shelter cluster) at the country level. Since January 2016, IFRC/NS led the inter-agency coordination of the shelter response in twelve countries (Bangladesh, DPR Korea, Ecuador, Fiji, Madagascar, Mongolia, Mozambique, Nepal, Peru, Philippines, Sri Lanka, and Vanuatu) and two regions (Americas and the Pacific).
- 74 IFRC appeals contained a CEA element in 2016 and 2017, encouraging full equal partnership with affected communities.

#### **Narrative**

- **Emergency Operations Centre project:** The EOC – now called the “Go” – will make disaster information readily accessible and useful to IFRC responders to support better decision making. It will promote a core dataset for IFRC and National Society use, and provide that information in a manner that is useable across different platforms. In December 2016, a live-data prototype for public datasets and a lab environment was launched on [www.ifrcgo.org](http://www.ifrcgo.org). This prototype was developed in partnership and close collaboration with some National Societies. During 2017 the main goals are to create a long-term plan for new functionalities and to replace the Disaster Management Information System (DMIS). DMIS is expected to be decommissioned by the end of the year.
- The review of the **IFRC global response tools** (surge personnel and assets) was completed in December

2016. Based on consultations with 59 National Societies, IFRC staff at all levels, ICRC and external response agencies, a set of 41 recommendations were delivered. These recommendations will be reported in the 'Operational excellence' report

- A “**Risk Watch**” tool has been developed, scanning emerging risks and generating early warnings, in the period from two weeks to 3-6 months before disasters and crises happen. This information is used in planning between Headquarters and Regional Offices.
- Following an allocation rate below the annual target in 2016, the **DREF allocations** in 2017 indicate an expected annual allocation rate at the average 2012-2015 level. Investments are being made to ease and increase the access to the DREF, while maintaining the core purpose of the fund to support localised disaster relief efforts by NS.
- The IFRC **Emergency Response Framework**, defining roles and responsibilities of the IFRC secretariat in emergency operations, was approved in June 2017 after 9 months of testing. It provides a colour-classification of crises and a Task Force model for internal decision-making. The framework will be complemented by detailed standard operating procedures.
- Work to support global emergency response clusters and enhance the convening role of the IFRC on behalf of NS continues. The **Global Shelter Cluster** (GSC), co-led by IFRC, has completed an independent evaluation of its Strategy 2013-2017. The evaluation highlighted the need for more predictable funding. The GSC together with the **Global WASH Cluster** have completed a joint shelter and WASH position paper on Markets and Cash. IFRC is part of the Strategic Advisory Group of the **Global Food Security Cluster**.
- The IFRC commissioned a ‘**Cash Roadmap**’ study to position itself and the Movement within the humanitarian architecture. Two priority recommendations: creation of a Directors’ level ‘task force’ for the use of cash programmes across all departments and divisions; a stronger IFRC Cash Team at Headquarters and in the regions.
- In June 2017, a review of the pre-positioning of all IFRC **logistical ‘stock’** was launched.
- 20 NS with medical **Emergency Response Units** were gathered in Singapore in June 2017 for stocktaking and forward planning. Three joint RDRT and ERU emergency health trainings were conducted.
- IFRC has worked closely with National Societies to trial a coordinated approach to emergency communications deployments in order to share content and align campaigning across the network.
- **Community Engagement and Accountability in Emergencies surge training package** has been finalised.



*SFI 2.2: Movement cooperation and coordination*

**Indicators**

- 82% of all emergency appeals in 2016 and 2017 included Movement Coordination mechanisms. In addition, for Yemen and Nigeria, the Movement has issued a joint Movement response plan, with funding channelled through ICRC.

**Narrative**

- Following the endorsement of **the Strengthening Movement Coordination and Cooperation (SMCC)** resolution by the 2015 Council of Delegates, focus has turned to implementing the Plan of Action. Joint IFRC/ICRC implementation teams are overseeing this work, to ensure in-country testing of tools and timely implementation of recommendations. Real progress has been made; though further work is required in many areas. Report on the progress of SMCC is presented during the Council of Delegates.
- Guidance on the **use of the Movement Logo** was provided to all National Societies ahead of 8 May celebrations in 2016. In the Americas, a series of webinars were organized to further familiarize National Societies with the Logo and its uses.
- A review of **IFRC Reference Centres** has been conducted and its findings were presented at the 2017 Annual Reference Centres meeting in Denmark, which has decided to continue work on refining the guidelines.
- To strengthen quality assurance for receipt of items by IFRC's warehouses, **IFRC piloted ICRC's quality assurance tools and methodology** in Kuala Lumpur. It is hoped that this process will also be rolled out in Dubai and Las Palmas in 2017 and Panama in 2018 to ensure similar standards across all warehouses.

***SFI 3: Influence others as leading strategic partners in humanitarian action and community resilience***

*SFI 3.1: Research, communication and advocacy*

**Indicators**

- New disasters laws, policies or regulations influenced by National Societies with support from IFRC were adopted in 4 countries<sup>1</sup> in 2016 and 6 countries<sup>2</sup> so far in 2017.

<sup>1</sup> Colombia, Costa Rica, Ecuador, Thailand.

<sup>2</sup> Costa Rica, Ecuador, Finland, Kygystan, Mongolia, Nauru.

- The IFRC successfully influenced 8 significant inter-governmental outcome documents in 2016<sup>3</sup> and 6 so far in 2017.<sup>4</sup> It also played – and continues to play -- a leading role in the development and promotion of the commitments on support for local actors in the Grand Bargain, adopted in 2016.
- In addition, a draft treaty was reported to the UN General Assembly in 2016 by the International Law Commission on the “protection of persons in the event of disasters” strongly influenced by the IFRC and a treaty prohibiting nuclear weapons adopted at the UN in New York in 2017 by 122 States with strong involvement of and reference to the Movement.
- Six institutional partners formally registered with the IBC for resilience under the current Plan and Budget inputs (UNICEF, WFP, the Connecting Business initiative, Murgency, Boston Consulting Group, Satellite Applications Catapult).

#### *Narrative*

- In 2016-17, the **IFRC generated a strong profile for the work of National Societies in a number of important international conferences and forums** during the reporting period, including, among others: the World Humanitarian Summit (May 2016), World Health Assembly (2016 & 2017), UN High Level Meeting on Addressing Large Movements of Refugees and Migrants (“New York Summit”)(Sept 2016), Habitat III (Oct. 2016), UNFCCC COP 22 (Nov 2016), World Economic Forum (WEF) (Jan 2017), and the Global Platform on Disaster Risk Reduction (June 2017). We also played a leadership role in key regional events, such as the Commission on Crime Prevention and Criminal Justice (March 2016), Asian Ministerial Conference on Disaster Risk Reduction (Nov 2016), Americas Regional Platform on DRR (March 2017), and the IGAD Regional Summit on Durable Solutions for Somali Refugees (March 2017). At each event, the IFRC emphasized the importance of local humanitarian capacity, the critical role of volunteers and the need to balance humanitarian response with efforts to build and strengthen resilience.
- An important area of advocacy focus over the last 1.5 years has been on the situation of vulnerable

<sup>3</sup> World Humanitarian Summit’s core commitments on DRR and chair’s summary, Habitat III “New Urban Agenda”, UN ECOSOC and General Assembly resolutions on strengthening coordination in humanitarian assistance, New York Declaration from the UN High Level Meeting on Migrants and Refugees, East African Community DRR Act, Asian Ministerial Conference for Disaster Risk Reduction Communique, Gulf Cooperation Council (GCC) IDRL Manual, International Law Commission’s Draft Articles on the Protection of Persons in the Event of Disasters.

<sup>4</sup> Americas Regional Platform on DRR, Global Platform on DRR, ECOSOC resolution on coordination humanitarian assistance, Central American Procedure for the Facilitation of Custom Transit of Humanitarian Relief Items Shipped by Land, Andean Strategy for Disaster Management.

migrants and refugees. In addition to the New York Summit in 2015, the IFRC and National Societies have taken part in a large number of **migration-related policy dialogues**, including the “Berlin Roundtables on Migration” in 2016 and 2017, five thematic consultations for the Global Compact on Migration, two thematic consultations on the Global Compact on Refugees, the Global Forum on Migration and Development in 2016 and 2017, the EU Expert Consultation on Forced Displacement and Development in Brussels and the UNHCR High Level Dialogue on Alternative Pathways for Syrian Admission, among others.

- In **disaster law**, the IFRC supported National Societies to provide technical support to their governments in 34 countries in 2016 and is currently active in projects in 31 countries so far in 2017. It has provided in-person disaster law training to over 680 persons and online training to over 3,000 during the reporting period. It has also begun innovating in peer exchanges between National Societies and governments on disaster law, humanitarian diplomacy and the auxiliary role, both within and across regions in Africa, the Americas and Asia-Pacific.
- Efforts to strengthen the collective identity of National Societies continue. Forty National Societies (out of 48 that responded to a survey) reported participating in regional and global communication initiatives. The **primary driver of this engagement was the IFRC-led “[Protect Humanity – Stop indifference](#)” campaign**.
- IFRC increased engagement with National Societies to share content and align campaigning around global humanitarian challenges – 16 National Societies engaged in campaigning around Hunger in Central and East Africa, 26 National Societies engaged in #protecthumanity, 36 National Societies’ have engaged in #notatarget and 107 National Societies engaged in International Red Cross and Red Crescent Day in 2017 – up from 96 in 2016.
- IFRC’s social media reach continued to expand as a result of a new focus on rich content and sustained campaigning - the number of IFRC’s Twitter followers on our global account doubled from 81,500 to 161,00, there was a 20 per cent per cent increase in audience engagement with IFRC content on Facebook and a 60 per cent increase in engagement on twitter.
- The 2016 edition of the [World Disasters Report](#) (WDR) was published with the theme: “**Resilience: saving lives today, investing for tomorrow**”.
- The **One Billion Coalition for Resilience (1BC)** is currently consolidating its focus to promote tools and opportunities for national and local partners to use in scaling their resilience activities in line with 1BC targets. Within the IFRC, 1BC is building on the experience and outreach of early adopters among NS and the IFRC regional offices. Externally, UNICEF, WFP, and the Connecting Business initiative,

a joint initiative of UNDP and OCHA, are active strategic partners. MURgency, Boston Consulting Group, and Satellite Applications Catapult have also partnered on specific IBC activities. In addition, the Global Resilience Partnership, USAID, the John Kufuor Foundation, and Zurich Insurance have participated in shaping IBC, and there are ongoing discussions with UN Women, UN Volunteers, and UPS on collaboration. Overall, the engagement with the 30 External Partners has remained steady during this consolidation phase, with a few additions at the regional level (including the addition of the Asian Disaster Preparedness Center as a regional partner and the government of Bangladesh as a national partner). Moving forward, progress on outlining terms of reference to guide partner engagement, co-branding, and areas of contribution will enable a more formalized and streamlined process for measuring engagement. The emphasis through the end of 2017 will be on growing regional and national partnerships for IBC.

*SFI 3.2: Strategic and practical partnerships*

**Indicators**

- Some CHF 384 million in voluntary resources were raised from 1 January 2016 to 31 July 2017.
- Of this, approximately CHF 22.5 million was raised for regular resources, CHF 149.1 million for other resources, and CHF 212.4 million for humanitarian response.

**Narrative**

- The IFRC actively participated in the **World Economic Forum 2017** annual meeting in Davos. The main concept was: “The Last Mile Is Our First Mile”. During the event the IFRC had the opportunity to advocate for the localization of the Sustainable Development Goals, and its commitment towards the most vulnerable left behind. The event was also an unparalleled opportunity to reinforce the relationship with some existing partners such as Zurich Insurance and [salesforce.org](https://www.salesforce.org), to reinforce existing conversation with Boston Consulting Group, Ericsson and UPS and to start new dialogues with Abraaj and Unilever.
- On 7 July 2017, a UN conference in New York adopted the Treaty on the **Prohibition of Nuclear Weapons**, the first multilateral legally-binding instrument for nuclear disarmament to have been negotiated in 20 years. The Treaty refocuses the disarmament debate on the humanitarian dimension and risks associated with nuclear weapons. ICRC, IFRC and many NS were heavily involved in this advocacy.
- **One Billion Coalition**: the courier company UPS has indicated its intention to be the first global corporate donor to IBC – it will support a trial first round of Local Engagement Grants. IFRC is working on Life Skills education programmes with the Pro-Futuro Foundation and IBM Sweden, and discussing them with UNICEF and Inter-Peace. IFRC is collaborating with the Prudence Foundation on a safety campaign in

the Asia-Pacific region. Bangladesh NS has integrated a national IBC target into their strategic plan and received a pledge from the national government to collaborate to record community resilience contributions to SDGs. Private-public collaboration across Africa is being explored as part of IBC (planning workshop to be held in October 2017). Other African IBC initiatives: 1 billion trees to be planted in Kenya and Ethiopia; Senegal River Basin proposal launched and Lake Chad project launched; Resilience Framework for Southern Africa developed.

- Advocacy by the IFRC and NS helped to shape **inter-governmental outcomes**, including: the resolution on modalities for the Global Compact on Migration in January 2017, the action plan of the Americas Regional Platform on Disaster Risk Reduction in March, the chairs' summary and high level communiqué of the Global Platform on Disaster Risk Reduction in May, the UN ECOSOC resolution on strengthening humanitarian coordination in June, and the text of the new Treaty on the Prohibition of Nuclear Weapons in July 2017.
- The IFRC was active in **humanitarian diplomacy** in other forums in 2017, including the World Economic Forum in January, the Consultative Group on Civil-Military Coordination in February, the IGAD Summit on Durable Solutions for Refugees in March, the World Bank Spring Meetings in April, the World Health Assembly in May, several thematic consultations on the Global Compacts on Migration and on Refugees in May and June, and the World Trade Organization in July.
- The IFRC continued its global leadership on the issue of localization of aid as co-chair of the **Grand Bargain** work stream on national and local actors, convening several stakeholder workshops and chairing the annual meeting of all Grand Bargain signatories in Geneva in June 2017.

#### **National Society and Government partnerships**

- It is anticipated that the value of voluntary income in 2017 for **regular resources** will be doubled due to new or more flexible funds from the German, Swedish, Irish and Swiss governments secured with the support their National Societies. Discussions are being had with Turkmenistan and Japanese governments with the aim of securing additional regular resources.
- A joint Business Case for a four-year partnership was signed by the **UK/DFID** Minister in 2017. This is a four-year partnership with a results-based financing element (30% of the annual contribution will be dependent on the results of the previous year) where the expected total funding is GBP 36 million,
- The new administration of the **Republic of Korea** confirmed that humanitarian assistance to DPRK would be resumed, doubling its humanitarian assistance budget and committing to work with IFRC.
- **Tripartite agreements** are in place between IFRC and the government and National Society of

Switzerland and Germany and pending with Norway and Sweden which means that governments can be approached directly by IFRC.

- Preliminary and positive discussion with the Governments of Kazakhstan, Russia, South Korea, Mexico and a number of Gulf Cooperation Council (GCC) countries who are **potential new partners**. Additional strategies for engagement with the Governments of Turkmenistan and Azerbaijan are under development within regional partnerships & resource development teams with a view to securing new partnerships for the IFRC and National Societies.
- Two field visits on migration to Turkey and Greece (meetings with Ministers, visits to community centres and refugee camps, etc.) were organised for representatives of the **Donor Advisory Group**. The next DAG field visit will be to Ethiopia in October 2017.
- **IFRC/ICRC Funding Modality Agreement** has been signed, outlining cooperation in the case of “One International Appeal”. The IFRC continues to work with NS and ICRC to develop Movement-wide Principles for Resource Mobilization, and associated deliverables.
- A new partnership agreement with **Spanish Red Cross** with focus on funding for emergencies is being developed and will be signed imminently.
- At the OECD DAC Working Party of Development Finance Statistics (WP-STAT) meeting in June 2017, IFRC with ICRC requested that the OECD Secretariat change our classification from “international NGO” to “Other multilateral”. If this change is made funding will be captured in the OECD DAC reporting system as “Official Development Assistance”. This would encourage those OECD member that have indicated increased willingness to provide greater core funding to IFRC and ICRC. Update from the OECD to be received shortly.

#### **Multilateral partnerships**

- An agreement for EUR 44.2 million was signed with the **EU Trust Fund for the Syria Crisis** (MADAD Fund). The project, led by the Danish NS, covers five countries. IFRC will lead implementation in Turkey and Jordan for the next three years with a budget share of EUR 34 million. During contract negotiations, the Danish NS secured a reduced co-financing rate and international organization status for IFRC, allowing it some privileges.
- IFRC intensified partnership’s efforts with the **World Bank**. During the summer 2017, WB’s management (including vice president) visited IFRC’s HQ, and looked with interest at the several different areas of cooperation. Given the great potential, a plan and different steps have been identified: a “deep dive” by WB’s managers; a formal assessment of IFRC’s financial/operations system, and an umbrella agreement

covering all future partnership. Similar discussions are also happening with the African Development Bank.

- Partnership dialogue with WFP and UNICEF led to the identification of a list of countries where the two UN agencies will pilot capacity building of RCRC national societies.

#### **Private Sector partnerships**

- A taskforce has been working on a short-term solution to replace the **Ammado** digital payment platform, with PayPal the preferred candidate to offer a simple fundraising platform with a “donate” button on the IFRC website by end-August 2017.
- A Framework Agreement has been signed with **Ericsson** to support the IFRC’s use of data driven decision making, and improved data literacy. This will happen on a case by case basis with NS. Ericsson have offered pro-bono services to support the Disaster & Crisis Prevention, Response and Recovery (DCPRR) team to develop the GO platform.
- A Framework Agreement has been signed with Abraj to promote the implementation of sustainable local healthcare solutions. In particular, the partnership will be focus in Africa in the areas of non-communicable disease screening/education and gender based violence.
- IFRC and Ethiopian NS have signed a 3-year agreement with **Nestlé Waters** to purchase CHF 300,000 of Non-Food Items (NFIs). This partnership will include a separate agreement for WASH.
- Efforts are ongoing to leverage **Social Islamic Finance** and channel it through Red Cross Red Crescent programmes by piloting new financing instruments. A key step in that direction is the global MoU signed with INCEIF, a world-known reference University of Islamic Finance, with a view to making operational research at country level and structure social funds in priority areas in support to principled humanitarian action and impactful resilience-building programmes.

#### ***SFI 4: Ensure a strong IFRC that is effective, accountable and credible***

##### *SFI 4.1: A credible and effective IFRC*

- As of 30 June 2017, there are 1,639 IFRC **staff** (including employees, local staff, and staff on loan for both the field and Geneva). The gender makeup is 58% male, and 42% female. The total proportion of local staff in the field is 72.5%.
- The Secretariat **change process** is near completion, with three of the four remaining departments having successfully restructured at the end of June 2017, and with affected internal staff in those departments being

made aware of their status. A summary report on the entire process will be produced at end-2017.

- The **IT Division** transition to Budapest is now complete, within the 18-month timeframe and budget. The new IT team in Budapest runs the global IT Operations work. The Regional Office has moved to the new offices, and an inauguration event took place on 6 July 2017 in the presence of the Secretary General, and the Hungarian Minister of State for Security Policy and International Cooperation. The **Global Service Centre (GSC)** management cell has been resourced with a director supported by a small team to support the provision of global services for the different teams based in the Budapest GSC. The global logistics procurement team is under recruitment, and expected to be running by end-September 2017. An external study of IFRC IT systems, commissioned in January 2017, recommends the ‘high-level future system landscape’.
- The project to rebuild the IFRC **headquarters** in Geneva is on time and under budget at June 2017. The approved budget is CHF 59.4 million, with a current working budget of CHF 58.6 million. Following the completion of foundation and geothermal works, the concrete structure now reaches the third floor.
- 26 **internal audits** of field operations were performed by the Office of Internal Audit and Investigation (OIAI) during 2016 and 2017. 28 external financial audits of emergency appeals were commissioned by the OIAI, and are still in progress. Two Global Fund grants were externally audited during the reporting period, both with unqualified audit opinion. In addition, 14 audits of various projects were commissioned at the request of different donors. Seven audits/reviews/verifications were commissioned by donors, all with positive outcomes.
- Two National Societies was supported to undertake an external audit in 2016 and 2017.
- 12 **Fraud and Corruption Prevention Workshops** have been conducted.
- A **Conference on Fraud and Corruption Prevention in the Humanitarian Operations** was organized in partnership with Transparency International (Norway) and PwC (Switzerland), and sought ways to respond to increasing threats and risks of fraud and corruption. It concluded that the humanitarian sector would be best served by a move from detection and response towards fraud prevention. Thirty International and Humanitarian Organizations.

*SFI 4.2: Efficient support provided to Governance*

**Indicators**

- 100 NS engaged in participatory governance processes
- Governing Board members responded to the evaluation questionnaire during the GB sessions (in June 2016, 25 responses; in November 2016, 16 responses; and, in May 2017, 16 responses)



### *Narrative*

- The 32nd International Conference was viewed positively by participants, according to a series of evaluations carried out by the Joint Organizing Committee (JOC). 81% of participants surveyed rated the Conference as “excellent” or “good”. Respondents appreciated the opportunity to network, with National Societies valuing the opportunity to communicate with senior representatives of their governments. Overall, the Conference is viewed as a valuable space for dialogue on how the work of the Movement can be strengthened and supported.
- **100 National Societies have been engaged in the participatory governance processes**, including the Constitutional Review Advisory Group, Compliance and Mediation Committee Panels, the Core Group established for the review of the National Society legal and statutory base guidance, the Governing Board and consultations on the draft agenda for the 2017 General Assembly.
- After the NS consultation, the Constitutional Review Advisory Group submitted to the Governing Board proposed **revisions to the statutory texts**.
- The **9th Pan African conference** (9th PAC) took place in Abidjan from 9 to 12 April 2017. The theme of the Conference was “investing in Africa” which reflected the African National Society leaders’ commitment to build on the successes of the previous conferences and look at the different actions we can take together to further drive investments in African National Societies. 420 delegates attended. The debates led to the "Abidjan Plan of Action" – a 2017-2021 road map for African NS to reinforce capacity and sustainability, and scale up development and humanitarian work. African NS committed to plan, monitor and evaluate the implementation of the Plan, guided by four concrete indicators.
- The 2017 **Movement Induction Course** for National Society Leaders (MIC) in Geneva in September 2017, provides a greater understanding of NS international responsibilities within the Movement, and of the role played by senior leaders. This year's MIC focused on Good Governance and its core values (transparency, integrity, accountability).
- The **Standard Operating Procedures for handling integrity** were approved and distributed in April 2017. The Task Force established for the monitoring of integrity cases meets monthly and is currently looking at 21 integrity matters. (13 are monitored by the Secretariat, 8 by the Compliance and Mediation Committee).
- The **Compliance and Mediation Committee (CMC)** and its panels are being supported through missions (Chile, Brazil, Greece, Paraguay, Trinidad & Tobago, Vanuatu), ongoing liaison, and facilitation for CMC members to report to the Governing Board (notably in May 2017).

## Areas of Focus

### *AOF 1: Disaster Risk Reduction*

#### *Indicators*

- 5 million people targeted by IFRC in 2017 in support of Disaster Risk Reduction (DRR) initiatives, including through Emergency Appeals, DREFs, and long-term programming

#### *Narrative*

- A mapping of 2015 activities found that Federation-wide spending on Disaster Risk Reduction (DRR) has trebled since 2009. In 2015, the IFRC and National Societies invested a total of 148 million Swiss francs in this Area of Focus (which includes National Society disaster preparedness, community-based DRR and disaster preparedness, and climate change adaptation and mitigation). This indicates an increase of around 8 million Swiss francs compared to 2014. Half of this investment was made in Asia Pacific, with nearly 26 per cent in Africa. DRR projects were implemented by 121 National Societies, reaching more than 30 million vulnerable people or 1.13 million more people than in 2014.
- The IFRC supported the **development of contingency plans for the Central African Republic and Gabon**. An estimated 4,676,000 people were reached with public awareness messaging on climate risks in Cameroon, Democratic Republic of Congo, Equatorial Guinea, Gabon, Republic of Congo, a Sao Tome and Principe. Community early warning systems were established in 39 communities in Cameroon, DRC, Gabon and CAR.
- The IFRC supported the Republic of Korea National Red Cross to establish the Asia Pacific Regional Reference Centre for Disaster Risk Reduction and Community Resilience. The Reference Centre was launched during the Third Asia Pacific Disaster Management Conference in September 2016.
- IFRC and NS have embarked on the roll out of the **Road Map to Community Resilience**. With the support of IFRC, 12 NS (Kenya, Zimbabwe, Haiti, Mexico, Bangladesh, Mongolia, Timor Leste, Tuvalu/Kiribati, Armenia, Tajikistan, Egypt, Palestine) are pilot testing the roadmap.
- IFRC is working to enhance the **Vulnerability and Capacity Assessment (VCA)**. Communication materials have been developed; a repository of VCA reports is under development; and preparations for developing a digital VCA are under way. VCA training was conducted for the Malaysian NS.
- The International Conference on **Climate Risk Management** – convened by the Intergovernmental Panel on Climate Change (IPCC) and the IFRC Climate Centre, and hosted by the Kenya NS – is producing recommendations to feed into the next IPCC global assessment report. The Togo and Germany NS and the IFRC Climate Centre shared the “Edge of Government Award” made to Togo’s Ministry of the

Environment at the World Government Summit in Dubai, for joint innovative work on forecast-based financing.

- The fourth Global Dialogue Platform on **Forecast based Financing** took place in December 2016 with over 100 participants including fifteen National Societies and ten governments. Strong endorsement provided for the development of IFRC's Forecast based Action Fund. **Forecast-based financing (FbF)**, supported by the German NS, was triggered in Bangladesh where the NS distributed cash grants to 3,000 households a day before the cyclone made landfall. The Pakistan NS held a community early warning system workshop in March; the Solomon Islands NS is implementing an FbF pilot programme. A regional FbF Dialogue Platform was organized by the German NS in Hanoi in June 2017.

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***AOF 2: Shelter***

***Indicators***

- 385,782 people were targeted with emergency shelter, recovery shelter, and shelter-related non-food items through Emergency Appeals and DREF operations between 1 January and 30 June 2017, and 48,835 people were reached in the same period
- 25,000 people were provided with training/awareness raising on safe shelter and settlement in 2017.

***Narrative***

- In 2016 the Sri Lanka Red Cross Society, with IFRC support, **successfully completed 21,125 houses** as part of the post conflict recovery programme, with substantial funding from the Indian Government. The Indian Government has asked the National Society and the IFRC to participate in its new low-cost housing initiative, and will be submitting the main housing programme for a World Habitat Award.
- The IFRC's **Participatory Approach to Safe Shelter Awareness (PASSA)** has become **the industry-standard tool** for community and household identification and for addressing shelter and settlement risks.
- With support from National Societies and external partners, PASSA Youth has been developed and is currently being piloted to mobilize younger members of at-risk communities to actively identify and where possible address their own shelter and settlement vulnerabilities. The community pilot training and roll-out of PASSAYouth has been successfully implemented together with Habitat for Humanity Costa Rica. The second piloting of the tool took place in the Philippines, after which the **PASSAYouth guidelines** were published. They will now be rolled out over the course of the next three years in ten countries. The first ToT is planned to take place in November 2016 in the Philippines, with the participation of RC and other

strategic partners.

- **Habitat III**, the United Nations Conference on Housing and Sustainable Urban Development, took place in October in Quito, Ecuador. For the first time, common messaging and a position for all Movement partners was developed. A common outcome paper was also produced. To ensure the urban initiatives of National Society partners are better informed, engaged and connected, a new **RCRC Urban Collaboration Platform**, currently co-led by IFRC and American Red Cross, was launched in May 2017.
- Specifications for the new humanitarian family tent have been finalized, following two years of collaboration between IFRC, ICRC and the UN Refugee Agency (UNHCR) and the involvement of leading manufacturers. The new dome-type tent will complement the existing standard family tent, and through its inclusion in the Red Cross Red Crescent Emergency Items Catalogue, will be used by Movement partners and the wider humanitarian sector. This establishes globally-recognized quality standards for both operational agencies and manufacturers.
- The 15<sup>th</sup> Humanitarian **Shelter Coordination** course and 16<sup>th</sup> **Shelter & Settlements** in emergencies & natural disasters course were organized.
- IFRC expertise in shelter has been called upon to co-author the shelter and settlements chapter of the 2018 revision of the **Sphere Handbook**.
- The **Green Response Initiative** will next be focusing on shelter and settlements. A survey to gauge the current practices in shelter programming went out to a broad list of practitioners in August 2017.

***AOF 3: Livelihoods and basic needs***

***Indicators***

- 410,061 people were targeted with livelihoods, food security and multi-purpose cash grant assistance through Emergency Appeals and DREFs, and as part of Movement appeals in 2017.
- 15,913 people were reached to date with livelihoods, food security and multi-purpose cash grant assistance through Emergency Appeals and DREFs, and as part of Movement appeals in 2017.

***Narrative***

- The **Hunger Resilience Partnership in East Africa**, backed with a 2 million Swiss francs investment from the Iranian Red Crescent, began in April 2016 in partnership with the Somali Red Crescent Society and the Kenya Red Cross, targeting 5,000 highly vulnerable families in Kenya and Somalia.
- IFRC Secretariat and the **IFRC Livelihoods Resource Centre (LRC)** have been working together to revive their cooperation and improve the alignment between LRC and IFRC on the approach to livelihoods as an Area of Focus. LRC's strategic plan 2013-2016 has been extended to the end of 2017. A new strategy

will be developed for the period 2018-2020, with IFRC's support

- IFRC and the UN Food and Agriculture Organization (FAO) developed **e-learning modules on Nutrition and Food Systems**. The IFRC, FAO and other partners also developed practical guidance for field practitioners on engagement with indigenous peoples and communities.
- IFRC's **livelihoods** strategy and priorities are being re-defined to capture the complexity of the portfolio, create a common understanding, reflect the priorities of the regions, and renew engagement with the Livelihood Resource Centre.
- Four NS were selected (out of 10 applications) to participate in the **Cash Preparedness Initiative** (a two-year capacity-building programme) funded by the British NS
- **Europe**: As part of the population movement project, the Turkish NS increases vocational skills and education for refugees and migrants; the Ukrainian NS continues supporting IDPs with cash grants and income generation programmes.
- **Asia Pacific**: Practical Emergency Cash Transfers Training (PECT) for Asia Pacific was held in Kuala Lumpur on 19-21 June 2017, to increase the number of cash transfer practitioners. 27 NS staff were trained, from across the Movement: they are now on the IFRC cash roster and deployable to support any emergency operation in the world.

***AOF 4:  
Health***

***Indicators***

- 18,242,100 people were targeted by IFRC-supported health programmes and services (including through Emergency Appeals, DREFs and long-term programming) in 2016.
- 7,591,410 people were reached by IFRC-supported health programmes and services (including through Emergency Appeals, DREFs and long-term programming) in 2016

***Narrative***

- **IFRC-backed Ebola response operations in West Africa** have transitioned from response to recovery. The IFRC is also supporting affected National Societies to maintain their response capacities (both Guinea and Liberia responded to new cases during the reporting period, a reminder of the lingering threat posed by the virus disease). Over 11 million people reached in the 10 NS West Africa CEA Ebola preparedness project through radio programming coordinated with community engagement and myth/rumour-dispelling work.
- On 1 February 2016, the World Health Organization (WHO) declared **Zika Virus a Public Health Emergency of International Concern (PHEIC)**. In response, the IFRC launched its second ever Global

Appeal to support flexible and scalable response and prevention efforts of a disease with a wide geographic spread. By June 2017, over 300,000 people (276,000 in Latin America and 50,000 in the English-speaking Caribbean) benefited directly and 6.7 million people (6.5 million in Latin America and 215,000 in the Caribbean) were reached indirectly. Over 200 Red Cross branches/committees have responded, with the support of more than 3,600 volunteers. The UNDP and the IFRC Americas Regional Office led a regional study on the socio-economic impact of the Zika Virus in Colombia, Suriname and Brazil, which put its costs at USD 7-18 billion between 2015 and 2017.

- The IFRC is increasing its **focus on supporting National Red Cross Red Crescent Societies to respond to health needs in complex settings**. In the Central African Republic, in partnership with the IFRC and the Global Fund to Fight Aids, Tuberculosis and Malaria, the National Society was able to expand prevention and treatment coverage at a time when the entire country was affected by sectarian violence. The National Society was also able to establish the country's first ever national health reporting system, covering 90 per cent of all health facilities. As of April 2016, for the first time ever, all health facilities will be able to provide diagnosis and treatment for simple malaria. Support to expand malaria, immunization and HIV/TB support has been provided to more than 20 National Societies. Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) support to target women at a very high risk of dying during pregnancy is being providing to the National Societies of DPRK, Afghanistan and Burkina Faso. Gender-based violence and nutrition guidance is being integrated into all RMNCAH work.
- The IFRC has been elected to one of the seats for NGO/non-UN operational agencies on the **Strategic Advisory Group of the Global Health Cluster**, the **Global Outbreak and Response Network** Strategic Advisory Group and as member of the **WHO Emergency Medical Team's** Strategic Advisory Group. The IFRC also participated in the **WHO Executive Board** meeting 23 Jan – 1 Feb 2017 followed by the **WHO World Health Assembly**, 23 -28 May, delivering 14 interventions on key issues related to communicable and non-communicable diseases, International Health Regulations, blood supply, the health of migrants, Dementia and harm reduction, amongst others. The role of the IFRC and its National Societies in health emergencies were explicitly recognised by both outgoing and incoming WHO Secretary Generals at these high-level meetings.
- Throughout 2016, and through chairing the **Alliance for Malaria Prevention (AMP)**, the IFRC has continued to support high level technical assistance to countries planning long lasting insecticidal nets (LLIN) distribution campaigns and contributed to the successful delivery of **over 85.5 million mosquito nets** to their targeted recipients in Sub-Saharan Africa and beyond. In 2016 alone, AMP was able to support a total of 19 countries through 65 in-country missions and distance support. Through these actions, **AMP**

**has contributed to saving 2,183,841 lives over a three-year LLIN lifespan.**

- The IFRC and the **Global Fund signed two grant agreements totalling €35.7 million**, to address malaria, HIV, TB in Central African Republic to 31 December 2017.
- The IFRC signed a cooperation agreement with the US Centre for Disease Control & Prevention (USCDC) for USD 2 million over two years, to cover polio vaccination in hard to reach areas in Afghanistan.
- A **USAID** Global Health security grant of CHF 11 million for multi-country Pandemic and Epidemic Preparedness Programme became operational in June 2017.
- Support was provided to multiple **outbreak response operations** including Ebola, cholera in multiple contexts, yellow fever in Brazil, the food crisis in Africa, population movement in Sudan, and floods in Sri Lanka. Medical Emergency Response Units (ERUs) were deployed to support the response to the Somalia cholera outbreak.
- The IFRC participated in the **WHO's 1st Meeting of the Core Group to Combat Ageism**. Three regional Healthy Ageing Training of Trainers sessions were organised in the Balkans, South Asia and South-East Asia. The IFRC Europe Regional Office carried out a survey to map ongoing activities in healthy ageing.
- The IFRC negotiated a project agreement with the open online course provider, FutureLearn, to provide free **online courses** (to June 2017, over 35,000 people have signed up for the IFRC's first two first aid courses on this project).
- The Quadrennial International First Aid and Resuscitation Guidelines 2016 were translated and disseminated to the Membership.
- The IFRC participated in the **Roll Back Malaria mock technical review panel** organized in Nairobi for 16 countries submitting proposals to the Global Fund. The Secretary General engaged on the UN Global Taskforce on Health Crises and the World Health Organisation's Independent Oversight and Advisory Committee Emergency Programme Reform.
- **15 National Red Cross Red Crescent Societies were supported by the IFRC in implementing small scale HIV activities** for key target groups. Guidelines for HIV in Emergency Settings were finalised and tested in Minsk in January 2017.
- Funding was obtained from the UN Democracy Fund (UNDEF) for training youth in **drug abuse** related programmes. A regional training was also conducted in Kenya along with the finalisation of a study on the life-saving effects of Naloxone among cases of opioid overdoses.
- Extensive work was completed on the crowd-sourced revision of community health's flagship programme, Community-Based Health and First Aid (CBHFA) into the updated eCBHFA materials. The new materials see a move towards making available the resources online and ensuring that they reflect the modern

challenges faced by volunteers and community health workers around the world.

**AOF 5:  
Water, sanitation and  
hygiene**

**Indicators**

- 6 million people were served by IFRC-supported water, sanitation and hygiene programmes and services (including through Emergency Appeals, DREFs and long-term programming) between 1 January, 2016 and 30 June 2017. These efforts contribute to the work of the 1 Billion Coalition.

**Narrative**

- Recognizing the increasing challenge of providing WASH in urban settings due to unplanned, rapid urbanization in many parts of the world, the IFRC has launched an **Urban WASH Initiative** to support community-based and led innovation and provide global leadership. The Urban WASH Technical Working Group is now fully functional and has concluded the **formulation of an Urban WASH Strategy** (linked to the overall WASH Strategic Direction) which will now be operationalized and rolled out. The Working Group will now lead a consortium to scale up Urban WASH programming. The **new Strategic Direction for WASH** which focuses on four work streams (WASH in Emergency, WASH in Development, Urban WASH, Public Health & WASH) has been finalized and rolled out.
- Another new focus area - **Public Health WASH** has advanced through the recruitment of a new senior officer and the launch of the One WASH concept which is gathering resources to address cholera through targeted WASH interventions;
- The IFRC is continuing its innovation efforts in provision of sanitation in emergencies through the **Emergency Sanitation Project (ESP)**. Design and procurement of equipment, mostly in partnership with private industry, have been carried out in advance of a July workshop to develop process flows and field trials are planned for early 2018.
- A major revision and roll-out of **WASH Hygiene Promotion Guidelines** for emergencies and development is well advanced, with the participation and support of a key group of NS.
- A **new cloud based mapping portal for mapping long term WASH programming** is due to conclude field tested and will be expanded to also capture emergency WASH mapping.
- Numerous large scale deployments of WASH surge resources have taken place in 2016 and 2017. This includes population movements in Europe and Iraq, hurricane in Haiti, and food security crisis affecting much of Sub Saharan Africa. A significant response, which included deployment of WASH ERU's and surge staff was facilitated and is ongoing to serve WASH needs in the **refugee operation in Northern Uganda** which is hosting a large population movement from South Sudan. Hundreds of thousands of people



rely on Red Cross water treatment facilities for access to safe water on a daily basis.

- A **new Cholera strategy** and initiative is under way working closely with National Societies, external partners and donors

**AOF 6:**  
**Social inclusion**

**Indicators**

- In 2017 (up to end of June), nine out of the ten Emergency Appeals (90%) and 18 of the 41 DREFs (44%) during the reporting period specifically addressed gender, diversity and inclusion issues. The figures show a slight increase on the previous reporting period (80% of the Appeals, and 44% of the DREFs). The extent to which such issues are addressed varies, with operations in Asia Pacific generally including greater detail.

**Narrative**

- The revision of the **Minimum Standard Commitments to Gender and Diversity in Emergency Programming** was launched in 2016. The revised minimum standards will reflect an increased emphasis on the importance of sex, age and disability disaggregated data, and existing provisions on sexual and gender-based violence response among National Societies. Disability inclusion (and other diversity issues) have also been more comprehensively included in the revised version.
- Seven Moves: Gender and Diversity in Emergencies training was rolled out in four regions (Asia Pacific, Africa, Mena and Americas). **More than 400 IFRC and National Society staff members were trained in gender and diversity during 2016.**
- The **International Conference Resolution on Sexual and Gender Based Violence is being implemented** through development of dedicated training, as well as a research project. The Minimum Standard Commitments for Gender and Diversity in Emergency Programming (which gives guidance on implementation of the safety and protection elements of the resolution) is being piloted in National Societies in three regions. The **Gender and Diversity Organisational Assessment Toolkit** was developed and launched.
- In May 2017, a Movement Coordinator for Disability Inclusion was recruited by the IFRC, with support from Finnish Red Cross and in collaboration with ICRC. The Coordinator is working across the Movement to ensure implementation of the related strategic framework, through better consideration of disability in policy, processes and systems.
- A working group on the **social inclusion and integration of migrants** was established to develop policy guidance and programming best practice, with representatives from NS in all regions. The findings fed into

the UNHCR Annual Tripartite Consultation on Resettlement, and a sub-group of National Societies working on resettlement issues was established.

- **Guidance for NS on how to relate with state efforts to prevent and counter violent extremism** was developed with ICRC, along with a related workshop at the council of delegates on addressing contemporary challenges to independence and impartiality.

***AOF 7:  
Culture of non-violence  
and peace***

***Indicators***

- In 2017 (up to June), six of the ten Emergency Appeals (60%) included measures to prevent, mitigate or respond to interpersonal or community violence – representing an increase on the previous reporting period (24%). Of these, five included measures on Sexual and Gender Based Violence (SGBV), four on child protection, and one on other forms of violence. The percentage of DREFs including such measures was less than the previous reporting period (31%), with 20% (eight of the 41) DREFs including some mention: seven on SGBV, three on child protection, and one other.

***Narrative***

- **“Protection” issues have been increasingly addressed overall both at operational and policy level**, with protection issues highlighted within surge optimisation, and the increased profile of “Protection, Gender and Inclusion” delegates and responsibility within emergency operations.
- There has been a parallel increased collaboration with ICRC, especially with the migration operation in Greece, mirrored by ongoing discussions at the global policy level, including the development of a community of practice on Protection in the Movement.
- The **IFRC Child Protection Action Plan 2015-2020** was finalized, along with translations and launch of the online IFRC Child Protection Briefing in French and Spanish, as well as translations of the IFRC Child Protection Policy.
- To follow-up on the 32nd IC commitment for all Movement components “to adopt and enforce zero-tolerance policies on sexual exploitation and abuse of beneficiaries by their staff and volunteers”, preparations on policy aspects of **Protection from Sexual Exploitation and Abuse (PSEA)** have started. The topic and the need to adopt specific policy and accompanying implementation mechanisms on PSEA will be brought to the General Assembly, including an **IFRC policy on PSEA**. The process to develop this policy has begun, including consultations with NS.
- The IFRC re-committed as a steering group member of the inter-agency Alliance for Child Protection in Humanitarian Action, and joined the **Global Partnership to End Violence against Children**. A Massive

Open Online Course (MOOC) on “appropriate care for children on the move” will be developed and led by International Social Services (ISS) and IFRC.

- **A Plan of Action for 2016-2020 to strengthen humanitarian education** in formal and non-formal settings was finalized during a global meeting hosted by the Austrian Red Cross and IFRC. In collaboration with the Swiss Government, the Swiss Red Cross and the ICRC, the IFRC is piloting “Project Humanity” – an initiative to introduce humanitarian values into school curriculums and community settings in Switzerland, Lebanon, Serbia, Austria, Rwanda, Zambia, Zimbabwe and Burundi.
- Preparatory work began to outline and develop an **IFRC Strategic Framework on Education**.
- The network of trained “**Agents of Behavioural Change**” peer educators grew by almost six per cent during the second half of 2016. There are now 2,033 peer educators in 128 National Societies.

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#### ***AOF 8: Migration***

##### ***Indicators***

- Approximately 9.2 million displaced people, migrants and host communities have been supported by IFRC through assistance, protection, advocacy and awareness raising programmes (throughout 2017 and including Syria). 6 million people were targeted through EA / DREF Population Movement responses in 17 countries.
- Following the launch of the [Smart Practices knowledge-sharing migration platform](#) in September 2016, the site has been seen by 3,314 visitors (52.8% new visitors, 47.2% returning visitors), with a total of almost 9,000 page views.
- IFRC launched Virtual Volunteer, a knowledge-sharing web app providing geo-located information to people migrating on their journey in 2016. The platform has been rolled out in Greece, Sweden and Italy and next in the Philippines. More than 30,000 people have used the app to access life-saving information along migration trails.

##### ***Narrative***

- In 2016, as per the President’s request, **a special report** was prepared that provides a consolidated picture of the IFRC’s support to vulnerable migrants in countries of origin, transit and destination.
- Only in 2016, 39 NS in **Europe** have been engaged in migration-related activities. The IFRC-supported response to the crisis has involved the mobilization of more than 100,000 volunteers and 13,000 staff. Migrants were provided with more than 17 million food parcels and meals, over one million health interventions, including medical care, first aid and psychological support, 2.6 million blankets, sleeping bags and items of clothing, and 1.7 million hygiene kits. The Movement also launched its first search and

rescue ship in a bid to save the lives of people crossing the Mediterranean seeking refuge and safety in Europe.

- **Flows from Turkey to Greece along the Eastern Mediterranean Route** in 2017 remained slow compared to the same period in 2016, but a steady increase in crossings from Libya to Italy (Central Mediterranean Route) has been reported, with more than 1,220 deaths at sea by May 2017. The main countries of origin include several West African countries, along with Bangladesh and Eritrea. The Emergency Appeal for Greece will run until the end of June 2018, the Appeal for Italy until the end of September 2017, and the Appeal for Serbia until the end of September 2017.
- **The conflict in Syria has entered its sixth year, displacing over five million Syrians.** The number of refugees in Turkey has reached 3.2 million, of whom 3 million are Syrians. Some 245,000 people are living in camps under the protection of the Turkish Government, while the vast majority live outside camps in urban areas with limited access to basic services. The International Appeal by the IFRC and the Turkey NS has extended its time frame to 31 December 2017 to strengthen protection and psychosocial support, vocational and language training, and child friendly space and outreach work through more community centres operated by the Turkey NS. The latter has to date opened ten community centres, with six more planned by year-end.
- In other Regions, National Societies continue to be at the forefront of the humanitarian response to population movements, providing assistance and protection in countries of origin, transit and destination. These efforts should be recognized, and the IFRC will continue and strengthen its support to these NS. At present, there are 13 non-European Emergency Appeals supporting National Society responses to “population movement” – a term that is broadly equivalent to migration, but that also covers internally displaced people and host communities. An estimated 3.6 million people are being targeted through these appeals.
- The IFRC in partnership with ICRC and NS launched the **Movement Action Plan on Migration in the Americas 2017-2020**, focusing in vulnerability and humanitarian needs, stigma and discrimination, humanitarian diplomacy, and knowledge management.
- **MENA currently hosts 35 million migrants, refugees and asylum seekers.** NS are at the forefront of the response in the countries of origin, transit and destination for migrants. Migrants face increased risk of trafficking, kidnapping and violence, as well as arbitrary arrests and detention. Examples of the work on migration by NS in the region include Egypt (social and health services); Jordan (health, cash); Lebanon (WatSan); Libya (health and assistance); and Tunisia (health and social services).
- A **Migration and Health Working Group** was established as part of the Asia Pacific Migration Network

(APMN).

- DREF support was mobilised to help NS to respond to the influx of South Sudanese to the region, as well as those returned from Libya. IFRC has also supported the implementation of several projects in **Africa** through its Migration Fund.
- The IFRC is increasingly positioned as a credible actor in migration. A **Migration Task Force** to enhance global coordination has been mobilised within the Movement; **regional migration frameworks and strategies** have informed the **IFRC Global Strategy on Migration and its Road Map** to be adopted at the General Assembly in 2017; pilot projects in countries of origin and transit along the migratory route towards Europe have been funded through the “Migration Fund”.
- The IFRC voice has been heard in **Global Compact** debates on safe, orderly and regular migration, and the Global Refugee Compact.
- **Global Migration Strategy** has been developed and submitted for endorsement at the General Assembly.
- **There is stronger engagement** of NS in the field of migration, thanks to new tools such as [www.virtualvolunteer.org](http://www.virtualvolunteer.org), and the [Smart Practices microsite](#) sharing some 60 practices from NS in assistance, protection, advocacy and social inclusion.

## Financial report

This Report covers the years 2016 and (nine months of) 2017. At the time of publication and presentation of this report, the 2017 financial results were not yet available. As such, financial reporting is provided for the years 2015 and 2016. Detailed information on the IFRC’s financial results for 2015 and 2016 can be found in the Consolidated Audited Financial Statements submitted under Item 3 of the General Assembly agenda.

### *2015 Highlights*

- Total operating income of CHF 425.2 million versus a budget of CHF 356.1 million.
- Total operating expenditure of CHF 434.5 million versus a budget of CHF 357.4 million.

Note 31 of the 2015 Consolidated Audited Financial Statements contains a comparison to the 2015 budget as approved by the General Assembly.

*2016 Highlights*

- Total operating income of CHF 339.5 million versus a budget of CHF 499.0 million.
- Total operating expenditure of CHF 368.7 million versus a budget of CHF 500.0 million.

Notes 31 and 32 of the 2016 Consolidated Audited Financial Statements contain a comparison to the 2016 budget as approved by the General Assembly. The additional note disclosure and changes in financial statement presentation in the 2015 Consolidated Audited Financial Statements reflects the new Plan and Budget adopted in 2016.

The difference in income and expenditure between 2015 and 2016 is due to the large-scale Ebola Operation in 2015.

For both 2015 and 2016, the difference between income and expenditure is primarily explained by a timing difference. The IFRC adheres to International Financial Reporting Standards, pursuant to which income is sometimes recognized when the funds are received, while expenditure may occur in a subsequent year.

INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES

21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017

Item 2.3 of the agenda

Secretary General report including Financial report



Section 2, SFI 3.2: Strategic and practical partnerships

Original:

- **Tripartite agreements** are in place between IFRC and the government and National Society of Switzerland and Germany and pending with Norway and Sweden which means that governments can be approached directly by IFRC.

Replaced with:

- **Tripartite agreements** are in place between IFRC and the governments and National Societies of Switzerland and Germany, and being explored with the National Society of Sweden.

# ANNEX 4



**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017**

**Item 2.3 of the agenda**

**Update to Plan and Budget 2016-2020**



**Draft decision:**

It is recommended that the General Assembly:

- i. *welcomes* the proposed Update to the Plan and Budget 2016–2020, *Partnering for More Resilient Communities*.
- ii. *welcomes and fully endorses* the results-based approach in defining strategies for implementation and areas of focus.
- iii. *adopts* the updated Plan for 2018-2020,
- iv. *approves* the 2018 and 2019 budget for the Plan 2016-2020.
- v. *takes note* of the budget projection for 2020 and 2021.
- vi. *welcomes* the proposal to further explore the possibility of including education as an additional area of focus.

## Executive summary.

The Plan and Budget 2016-2020 (hereafter Plan and Budget) is the **overarching strategic planning document for the IFRC**, defining its priorities for this period, along with the related budget requirements and resourcing approach. The Secretary General also has a statutory obligation to present the Plan and Budget to the General Assembly for approval.

In the context of **increasing the effectiveness and credibility** of the IFRC, this update to the Plan and Budget sets out how the IFRC will contribute to the achievement of Strategy 2020 by promoting partnerships for more resilient communities. Consequently, the Plan and Budget, based on the three strategic aims of Strategy 2020, defines “*strategies for implementation*” for the IFRC and “*areas of focus*” where the IFRC has agreed to partner National Societies.

The update to the 2016-2020 Plan and Budget presented in this paper was **developed by a cross-functional global team** with wide consultations across the whole organization. The Finance Commission and more than 20 National Societies were consulted during the global consultation meeting on 7 August 2017 and the document has been made **available on line for comments by all National Societies** over the last month.

The **budget** required to implement the updated plan is results-based and expressed in terms of the strategies for implementation and areas of focus.

The Plan and Budget update includes a **resourcing plan** describing the resource development approach that the IFRC will take to attract the resources required to achieve the targeted results.

The final part of the Plan and Budget is a **results matrix** ensuring that the work of the IFRC will be monitored and measured. This will allow the IFRC to demonstrate the outcomes and, where possible, the impact of its work with National Societies.

The Updated Plan and Budget is ambitious and describes the intent of the IFRC to remain a credible and reliable partner for building more resilient communities.

# **Proposed Update to Plan and Budget 2016-2020**

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## 1. Introduction

The Plan and Budget 2016-2020 (Plan and Budget) – “Partnering for More Resilient Communities” – positioned the IFRC to drive the full breadth of its programme priorities for the remainder of the decade, enabling National Societies to achieve the strategic aims they endorsed in Strategy 2020.

The Plan and Budget reflected the evolving and dynamic nature of communities and the underlying vulnerabilities that challenge them. It positioned National Societies to strengthen community systems to adapt and cope with new, recurrent and prolonged disasters and crises, as well as with wider socio-economic changes such as uncontrolled rapid urbanization and growing inequality. It focused on enabling people and their communities to protect and build on the gains that have already been made, while enhancing their capacities to resist further shocks and improve their daily lives.

The Plan and Budget laid out the main outcomes for Strategies for Implementation (how the IFRC works in support of its membership) as well as the results sought in eight thematic Areas of Focus, which are the programmatic areas where the IFRC will focus its support and where we will be able to measure our collective impact.

The Plan and Budget was adopted by the IFRC General Assembly in 2015 together with more detailed financial requirements for 2016-2017, a resourcing plan and a results matrix.

## 2. Purpose

As a key input to the 2017 General Assembly, this document provides both an update on how the Plan and Budget has been used by the IFRC as a strategic document in its work with National Societies, and an outlook on how it will continue to guide the IFRC in its Strategies for Implementation and Areas of Focus. In attachment, the financial requirements for 2018-2019 and budget projects for 2020-2021 are detailed, as well as a resourcing plan and an updated results matrix.

## 3. The Plan and Budget in 2016 and 2017

The Plan and Budget has been used as the strategic framework for IFRC operational planning. With an increased alignment of objectives, the IFRC is now in a better position to aggregate its results across countries and regions. Data is now collected on a regular basis against the indicators in the results matrix, and is used in the reports of the IFRC.

## 4. Lessons learned and proposed changes in the Plan and Budget

As a reminder, the Plan and Budget was structured along:

- Four **strategies for implementation** covering critical IFRC functions to enable National Societies to implement programmes
- Eight programmatic **areas of focus** representing the thematic areas where National Societies have agreed to partner through the IFRC and where consolidated results will be measured

In support of implementing the Plan and Budget the IFRC joined or accelerated the implementation of **several global initiatives** to extend the reach and impact of the National Societies' and the IFRC's programs and services. These include:

**The One Billion Coalition for Resilience Initiative (1BC).** 1BC is a shared commitment within the IFRC and among a growing set of global partners to increase community resilience. 1BC provides opportunities for National Societies to enhance partnerships at national and local levels. By drawing on global networks and mobilizing individuals, households, communities, businesses and partner organizations around priority risks, the combined efforts and resources can be measured and contributions to achieving the Sustainable Development Goals (SDGs) can be optimized. Following the global launch of 1BC at the

- 2015 International Conference of the Red Cross and Red Crescent, a number of National Societies have held national launches and included the initiative within their strategic plans.
- **The Grand Bargain.** The IFRC signed the Shared Commitments document during the World Humanitarian Summit in May 2016 and pledged to join the ‘Participation Revolution’ to enhance our engagement with the people and communities we serve and to ensure that they can fully participate in decisions that affect them. As a co-convenor on the National and Local Responders (localisation) work stream the IFRC will work with its members on localising humanitarian response by recognising, respecting and strengthening the leadership of local authorities and the capacity of local civil society in humanitarian action.
  - **Operational excellence and shared leadership.** To increase effectiveness and efficiency, the IFRC is actively striving for operational excellence in all its work. Furthermore, by leveraging the experience of the membership, the IFRC is engaging in different models of shared leadership with National Societies to optimise results and increase engagement across the network.

Based on the implementation so far, **two modifications** are being proposed in the thematic Areas of Focus:

- a. Area of focus 3, *Livelihoods*, to be renamed as *Livelihoods and Basic Needs* to reflect the growing importance of cash programming in the IFRC’s work with National Societies and affected communities. Cash programming is also encouraged as an operational modality for all other areas of focus.
- b. Area of Focus 6 (*Social Inclusion*) and Area of Focus 7 (*Culture of non-violence and peace*) to be merged into one Area of Focus called *Protection, Gender and Inclusion*. This represents a more comprehensive approach to addressing inclusion and protection issues in programmes and operations, based on a gender and diversity analysis. The priorities maintain continuity with the previous two Areas of Focus. They are provided below and in the attached results matrix.

Finally recognising the need for **education** in and around humanitarian situations, the IFRC will explore the possibility of creating an additional area of focus for ‘education’ as part of its results matrix. It will address the missing link in humanitarianism and focus on integrating education-related matters in emergency response, preparedness and recovery. The approach will be two-fold: firstly, advocating for the right to access to education in humanitarian situations; and secondly, teaching humanitarian skills and values, and abilities such as empathy, active listening, critical thinking, addressing bias and prejudice, and promoting communication and mediation.

## 5. Priorities for 2018 and 2019

As stated above the objectives articulated in the Plan and Budget will remain valid until the end of the decade. The following section describes the proposed key priorities for the coming two years (2018 and 2019) for each of the four Strategies for Implementation and the seven Areas of Focus.

**Strategies for Implementation** cover the critical IFRC functions to enable National Societies to implement programmes.

### Strategy for Implementation 1: Strengthen National Societies

Strengthening of National Societies remains one of the priorities of the IFRC. The core of the IFRC’s approach to this area continues to lie in accompanying National Societies on their own journeys of institutional development and strengthening. It also seeks to ensure that National Societies are not only effective today, but that they are influencing - and prepared for - the future.

The provision and/or facilitation of technical expertise, as well as growing the resources made available to National Societies to catalyse the change desired, is critical. Full advantage will be taken of the “Grand Bargain” and its focus on strengthening local and national actors. Continued attention will be given to supporting innovation, including trailing innovative finance approaches. Both the long-term viability of Societies and their relevance today depends on their volunteers and particularly the way they engage young people. As such, the focus will remain on these two areas,

while further work will be undertaken to take full advantage of the knowledge and learning found in the Federation network and the growing National Society data capacity. To this end the IFRC will:

### **Institutional development**

1. Grow the resources needed to assist National Societies in becoming strong, agile and sustainable organisations, including through the development of a “pooled fund” focused on National Society Development with ICRC.
2. Improve the impact of IFRC support by better coordination and streamlining Organizational Development (OD) and Capacity Strengthening efforts, including in particular “OD in emergencies” and strengthened capacities in communications and accountability.
3. Enhance the support provided to National Society leadership, through learning, networking and other opportunities.
4. Increase partnering opportunities for National Societies through the Localization Agenda (Grand Bargain), 1BC, and related IFRC initiatives.

### **Youth and volunteering**

1. Ensure and support the adaptation and operationalization at the national level of the IFRC Youth Policy (2017) and Youth Engagement Strategy (2013).
2. Co-lead the World Humanitarian Summit Compact for Young People in Humanitarian Aid.
3. Inspire and encourage youth-led action and leadership, including supporting the Youth Commission in their work plan.
4. Coordinate and support the Volunteer Alliance of National Societies and its plan of action, including enforcing the safety and well-being standards for volunteers, and the promotion of different models of volunteer engagement and preparing for the future of volunteering.
5. Support the adoption of the Volunteer Charter and further implementation of the Volunteer Policy.

### **Data, learning and knowledge sharing**

1. Expand the Federation-wide databank and reporting system to collect data on additional indicators from all National Societies.
2. Build the data readiness of National Societies and foster skills in the use of data.
3. Increase the Peer-to-Peer exchange of knowledge and know-how between National Societies.
4. Foster a culture of learning within and between National Societies.

### **Innovation and futures**

1. Support National Societies to be more anticipatory, agile and innovative through a series of futures and foresight strategies.
2. Facilitate National Societies’ engagement with local innovators and non-traditional partners who are solving humanitarian and development challenges.
3. Promote National Societies innovation, including through supporting National Society innovators.
4. Assist National Societies to unlock alternative capital and financial flows through innovative financing experiments.

### **Community engagement**

1. Develop minimum standards or common benchmarks to support a systemized approach to community engagement.
2. Support National Societies to develop and market community engagement as a core area of expertise.
3. Promote National Societies innovation in community engagement, including through supporting National Society innovators.
4. Build IFRC’s evidence base for community engagement and measure community engagement impact within programmes.

## **Strategy for implementation 2: Ensure effective international disaster management**

One of the central functions of the IFRC is to ensure effective coordination along the continuum of our work. The IFRC will facilitate and ensure the platforms are in place for effective coordination of



the work of National Societies in emergency preparedness, disaster response and recovery. The focus in 2018-2019 will be on the following:

### **Surge and international disaster response**

1. Strengthen current surge capacity and introduce models to facilitate a “right assets, right time, right place” approach based on better understanding of existing response capacity, flexible movement of resources and better use of competencies available in the network at local, national, regional and international levels. Mobilise and coordinate international disaster response in accordance with the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance through the IFRC emergency operations framework approved in 2017, defining IFRC roles and responsibilities in emergency response and recovery operations
2. Implement the revised DREF and emergency appeal processes and products pursuing adequate financial support to National Society disaster response and recovery
3. Strengthen data management for disasters and crisis, including platforms and tools for easier access to data for informed decision-making.
5. Integrate community engagement and accountability as a standard part of operational response.

### **Cash programming**

1. Ensure a major scale-up and stronger integration of cash transfers to affected people as a means for cross-sectoral responses. This will include adaptation of systems and tools and expanding capacity across National Societies.

### **Logistics**

1. Strengthen compliance, increase efficiency and improve cost-effectiveness across supply chain, procurement and logistics, and leverage informed decision-making.
2. Further explore the potential for coordination within the Red Cross Red Crescent Movement and with other humanitarian partners.

### **Movement cooperation**

1. Achieve greater humanitarian reach to vulnerable people through the operationalisation of the Strengthening Movement Coordination and Cooperation (SMCC) initiative, and increase the profile of the Movement as a whole in the emergency response.
2. Coordinate and integrate activities of reference centres to support improved response, recovery and preparedness programming for emergencies.
3. Strengthen management of integration services, including better use of competencies available in the network.
4. Expand the reach of Federation-wide actions through the operationalisation of shared leadership approaches.

### **Interagency coordination and cluster engagement**

1. Support greater National Society and IFRC engagement with Humanitarian Country Teams (HCT), a strategic use of the Inter-agency Steering Committee (IASC) and related inter-agency forums.
2. Roll out a consistent IFRC approach and strategies for humanitarian diplomacy in emergencies.
3. Strengthen IFRC engagement with relevant global clusters.

4. Advance the localization agenda and strengthen the humanitarian-development nexus through increased attention to cluster-based risk reduction and preparedness activities at the country level.

### **Strategy for Implementation 3: Influence others as leading strategic partners**

In an increasingly crowded humanitarian space, IFRC's ability to position itself as a critical strategic partner, to shape and influence global humanitarian debates and to mobilize greater and more diverse resources, will be crucial. To this end IFRC will:

#### **Policy and Positioning**

1. Roll out multi-year advocacy strategies in priority areas (e.g. localization, community health, disaster resilience, migration) in regional and global forums and identify and support at least 30 National Societies who are interested to undertake domestic policy advocacy in each of the four areas.
2. Support development and/or revision of identified IFRC network/Movement policies according to a prioritized list agreed by the Governing Board (likely to include Movement policies on community participation and civil-military coordination, and IFRC policies on the environment, pandemic response and volunteering).
3. Launch the 2018 edition of the World Disasters Report and engage interested National Societies both in consultations and in structured evidence-gathering projects to support the 2020 edition.
4. Support at least 25 National Societies to advise their governments in formal technical assistance projects on disaster law, launch new checklists on law and disaster response and recovery, and launch a new global index on disaster law.
5. Support at least 25 National Societies to build their advocacy skills and strategies and to advance the formalization of their auxiliary role in relevant ways (including RC laws, provisions in sectoral laws and policies).

#### **Communications**

1. Build strong linkages with global media, support National Societies to strengthen engagement with national media to:
  - a. promote Red Cross and Red Crescent priorities
  - b. position IFRC and members as uniquely placed humanitarian leaders and partners of choice at local and global level
2. Develop and execute compelling, goal-oriented cross-media campaigns on online, digital and print platforms to advance IFRC communications priorities.
3. Establish platforms and systems to support aligned campaigning around shared priorities across IFRC's membership, and transfer communications assets, knowledge and resources within the network.
4. Establish a training and deployment mechanism for rapid emergency communications response.
5. Trial innovative and people-centred communications approaches to support community engagement and to advocate for and with local communities.

#### **Fundraising and Partnership**

1. Invest in National Societies' fundraising development and local resourcing, supporting them to grow income and working with Movement partners to maximise the potential of the network.
2. Strengthen existing partnerships, increasing flexibility and multi-year funding and introducing thematic resourcing.
3. Explore and develop innovative and industry-leading engagement with new and emerging partners and resource areas, including innovative financing.

## **Strategy for Implementation 4: Ensure a strong IFRC that is effective, credible and accountable**

In addition to ensuring the necessary coordination mechanisms, the ability to implement this Plan and Budget depends on an effective IFRC, seen as relevant and credible, representing and working towards the collective interests of the membership, as well as providing it with relevant and valued services.

Having streamlined the management structure, and established an effective matrix management with a unified “**One Secretariat**” approach, in 2018-2020 the IFRC will be focusing on:

1. Demonstrate transparency and accountability at all levels of the organisation by strengthening the Internal Audit and Investigation Office functions and undertake preventive measures.
2. Develop a strategy and a plan of action, including a leadership programme for governance, to mitigate the risk of fraud and corruption within the IFRC Secretariat and National Societies.
3. Improve value-for-money through strengthened cost control and improved results-based budgeting and financial reporting. Increase efficiency and improve cost effectiveness organisation-wide.
4. Accompany the process of alignment with the Grand Bargain ambition of raising 30% un-earmarked resources and the Localisation Agenda commitment to allocate 25% of funding to local actors.
5. Enhance IT productivity and / or cost effectiveness through the implementation of a unified global information technology system and provide proactive IT support in the spirit of working as “One IT”.
6. Diversify and manage talent and retention of staff through a number of talent management initiatives and through the global rotation and mobility system, supported by an update of the Staff Regulations.
7. Promote an enabling environment conducive to growth through attracting, developing and retaining diverse talent supported by adequate follow up at all levels of staff survey results.
8. Ensure that the Global Service Centre, established in 2017, becomes a center of excellence with a focus on the delivery of high quality and cost effective shared services across the IFRC. The Centre’s mission is to improve continuously the satisfaction of its customers, internal or external, while pursuing a continuous improvement agenda that will enhance service delivery, and decrease the costs of service delivery through process standardization, process automation, increased communication and self-service capabilities.

### **Governance**

Fundamental elements of an effective IFRC are the facilitation of support to governance mechanisms, and the establishment of the regulatory and policy framework which the membership wishes to develop for itself. These elements further the opportunities for National Societies to ensure their mutual accountability and risk management. Specifically, in 2018-2019 the IFRC will focus on:

1. Supporting the membership by adopting a fraud prevention and control policy.
2. Developing a Governance Excellence Framework.
3. Nurturing a culture of compliance and integrity through revised statutory texts of the IFRC, the roll-out of the Standard Operating Procedures for Handling Integrity Matters, the further development of mechanisms and procedures for sanctions, and the training of National Societies on good governance, fraud and corruption.
4. Finalising the review of the National Society Legal and Statutory Base Guidance, and rolling-out and promoting the new tool.

5. Conceptualising the Global Movement Leadership Course, by mapping the existing Movement Induction Courses (MIC) in the regions and reshaping both the content and format of the current MIC.
6. Anchoring the 2019 International Conference as the key policy forum in the global humanitarian system, and working towards further aligned, innovated, open and participatory statutory meetings including follow up from the previous meetings,
7. Holding the regional conferences of Europe, MENA, Asia-Pacific and the Americas in conformity with the Constitution and the Rules and Procedures, and aligning them with the global statutory meetings.

**Areas of focus** represent the thematic areas where National Societies have agreed to partner through the IFRC, and where consolidated results will be measured.

### **Area of focus 1: Disaster risk reduction**

Disaster Risk Reduction (DRR) is a key component of the continuum of disaster preparedness and response, and is therefore incorporated in different ways in the other Areas of Focus, since it cuts across all phases of the disaster management cycle. It deals with a variety of threats ranging from natural hazards, such as floods and droughts, to technological hazards as well as extreme weather events due to climate change.

IFRC also directly supports specific disaster risk reduction activities designed to strengthen the capacity of National Societies as well as to build up the ability of local communities to prepare for and respond to disasters. The work on community resilience links to the 1BC, and in particular with regards to coalition building and measurement. The consideration of the increased risks and vulnerabilities due to climate change faced by communities and National Societies is also a key part of this work.

While continuing to build the capacity of National Societies and communities in pro-active disaster risk reduction work, the IFRC in 2018-2019 will specifically be focusing on:

1. Updating and developing tools and guidelines for DRR, climate change adaptation and resilience, and providing technical support to develop long term, cross-country DRR initiatives.
2. Strengthening the capacities of National Societies and IFRC staff through the roll-out of the road map to community resilience, enhanced vulnerability and capacity assessment, early warning, public awareness and education guides and tools.
3. Forging partnership at the global and regional level to promote the 1 Billion Coalition ambition and leverage greater national and local partnering support to National Societies through the partners' own networks.
4. Developing internal policies, frameworks and concept notes in relevant DRR areas, such as chemical biological radioactive and nuclear disasters and climate change.
5. Contributing to risk-informed programming among Movement partners by improving the risk watch data collection and analysis, and establishing and expanding a forecast-based fund for early action.
6. Improving technology and tools available to National Societies for assessing risks and measuring and counting resilience needs and actions.

### **Area of focus 2: Shelter**

Shelter is one of the life-saving sectors. Living in a safe and healthy environment is key to individual and community resilience, and shelter is crucial for the recovery process after disasters. Even though most of the shelter-related work of the National Societies and IFRC focuses on the immediate aftermath of the disasters in the response operations, sheltering is a continuous process that extends from preparedness to longer-term recovery and development. This requires rethinking shelter disaster response to include the consideration of broader and longer-term shelter and settlement issues such as reducing shelter-related risks, housing land and property rights, sustainability, local building practices, and the urban context.

The IFRC will focus its activities in the coming two years on:

1. Strengthening capacity, networking skills and providing technical support, e.g. through the roll-out of the Participatory Approach for Safe Shelter Awareness (PASSA) Youth programme in select countries and the Urban Collaboration Platform for better informed, better connected and better engaged urban shelter programming across the IFRC network.
2. Supporting National Societies in their shelter activities through direct provision of shelter technical expertise, both through setting standards and policies at the global level, capacity building and quality assurance of operations, accredited shelter training and shelter surge optimization.
3. Capitalising on IFRC's leadership of the Interagency Steering Committee Shelter Cluster in natural disasters, which has gained recognition as one of the best functioning clusters, to ensure that:
  - Recognized sector policy and programming standards and trends are reflected in operations and in the support provided to National Societies
  - Stronger linkages with other sectors are developed by promoting integrated response strategies through a settlements approach, particularly in urban environments
4. Promoting quality in the outcomes of shelter work, derived from self-recovery processes and expanding cash and markets-based programming
5. Promoting the work of the IFRC Shelter Research Unit to continuously innovate, build knowledge base and share best practices.

### **Area of focus 3: Livelihoods and basic needs**

Disasters often threaten, disrupt temporarily or completely wipe out the livelihoods of survivors. For many households already facing difficult economic situations or chronic poverty, recurrent shocks compound their economic and social vulnerability and erode their ability to cope with future shocks.

Strengthening resilience is the approach chosen by IFRC to address these challenges. In this respect, restoring and strengthening the livelihoods of communities affected by crises and disasters contributes to enabling vulnerable people to better cope with and recover from stresses and shocks.

Resilience building implies a holistic and multi-sectoral approach that addresses the three pillars of food and nutritional insecurity with different modalities (cash or in-kind) and enables individuals and communities to protect or develop their assets. Support to livelihoods programming further aims to maintain or enhance their capabilities to develop new skills contributing to increased food production, or to create economic opportunities that will diversify income sources and increase financial resources.

In 2018-2019, IFRC will support National Societies to reach out to more affected communities and restore and strengthen their livelihoods, putting emphasis on:

1. Promoting a resilience approach and partnering strategy within the National Societies' strategic plans, and commitments to 1BC and related IFRC initiatives, to adopt new practices at all stages of our response from immediate life-saving activities to longer term of economic recovery.
2. Supporting a transformational change from a traditional service delivery to a new approach aimed at accompanying, enabling and connecting communities to strengthen their livelihoods.
3. Promoting the work of the Livelihood Resource Centre to provide technical assistance, build capacities in livelihoods programming and support the extension of their training offer.
4. Supporting National Societies to build evidence about the resilience approach through the collection and analysis of reliable data, the development (alongside other agencies or academic partners) of indicators measuring resilience, and the identification and documentation of good practices.
5. Developing the necessary training, tools and guidelines to support National Societies, recognising the importance of cash programming in the livelihoods sector.

## Area of focus 4: Health

The IFRC works in some of the most challenging places in the world. Continuing with 'business as usual' risks leaving millions of vulnerable people without the care and services they need. This level of care and service should, by right, be theirs. In Achieving Change 2017-2020, the new IFRC Global Health Team strategy sets out the approaches that will be adopted to accelerate progress to address the health risks, needs and inequalities faced by the most vulnerable communities.

Over the next four years the IFRC wants to reach more people with health and care needs. Incredible change can happen when active communities, strong National Societies and committed governments interact and mobilize to improve health and care.

The IFRC aims to invest so that National Societies can be present, be relevant and be a trusted health partners for communities. This is because many lives and economic opportunities are currently lost unnecessarily as health and WASH services do not always reach those who need them most.

In 2018-2019, the IFRC will give attention to:

1. Updating and modernizing the Community Based Health and First Aid platform that supports National Society work on first aid, reproductive, mother, new-born, child and adolescent health, immunization, nutrition, malaria, HIV, TB, chronic diseases, healthy ageing, mental health/psychosocial support, sexual and gender-based violence, long-term care in the community, and non-remunerated voluntary blood donation.
2. Promoting healthy and active ageing and combating ageism as a risk factor for chronic disease and ill-health.
3. Expanding health emergency surge capacity by increasing the support, assets and personnel available to National Societies, including greater specialist support for infectious disease outbreaks, restoration of blood services, psychosocial/mental health, chronic disease management (non-communicable diseases, HIV, TB) and nutrition during emergencies
4. Introducing a Quality Assurance Framework and a Joint Peer Review process to advance standards of emergency care and ensure compliance with international standards
5. Maximizing opportunities to support hard-to-reach populations to address critical global gaps such as high rates of maternal and neo-natal infections in complex settings, unacceptably low immunization rates in many parts of the world, and a lack of community based support for people living with HIV in many marginalised communities.

## Area of focus 5: Water, sanitation and hygiene

The IFRC will reach more National Societies with knowledge transfer and **adapted technical and programme support**, particularly in countries at risk from and affected by disasters and 'acute' crises both natural and man-made. It will do so with enhanced emphasis on public health crises, epidemics and complex emergencies.

Although access to improved water supply has seen gains, **access to basic sanitation is woefully** behind schedule and – until universal water, sanitation and hygiene (WASH) coverage is attained (Sustainable Development Goal 6 by 2030) – the lack of both water and sanitation will continue to be a major contributor to morbidity and mortality (especially in children under 5 years old). Moreover, equitable and affordable access to water and sanitation is a human right and a requirement for human dignity, especially for girls and women.

At present, there are 105 National Societies implementing 500 WASH projects in 80 countries. Statistics still point to **sub-Saharan Africa and parts of Asia as the areas in greatest need**, and it is in those areas where the Red Cross Red Crescent continues to focus its efforts. In emergency WASH, similarly, the frequent and recurring vulnerabilities are mostly in low-income or 'fragile' states.

However, major disasters that may affect middle and upper income countries (dependent upon the scale and severity of the disaster) may need international response and surge capacity.

The focus in 2018-2019 will be on:

1. Rolling-out the newly adopted global WASH strategic direction, focusing on four work streams: Developmental WASH; Emergency WASH; Urban WASH; and Public Health WASH.
2. Adapting the new urban WASH strategic direction and pilot-projects which have been identified and started, and establishing an IFRC led urban WASH Red Cross Red Crescent consortium.
3. Consolidating the approach to capacity building and preparedness for WASH response in emergencies, including training, equipment, and technical support at country, regional, and global level to adopt the recommendations of the Global Tool Review and Surge Optimization process.
4. Trialling new equipment in 2018 as part of the Emergency Sanitation Project and developing new modules for the Emergency Response Units (ERUs) that are more flexible and multi-purpose, as well as being linked to urban scenarios.
5. Developing a Halt Cholera strategy and rolling it out for Africa.
6. Launching and operationalising the One WASH global initiative, bringing together human, animal and environmental WASH needs. It will have a rural and drought focus and will combine short and long term programmes. The focus will be on the household and community level, and contributing to resilience through these channels.
7. Launching a new GWSI portal and data collection platform for all National Societies.
8. Ensuring a closer integration for regional epidemic control, WASH and nutrition.

### **Area of focus 6: Protection, Gender and Inclusion**

As articulated in Strategic Aim 3 of Strategy 2020, much of the work of National Societies and IFRC builds inclusive communities and a culture of non-violence and peace. This Area of Focus ensures

– across all sectors of work – that our services in emergency and non-emergency contexts reach all, especially the most vulnerable. What is for many the “last mile” is for us “the first mile”. The IFRC also ensures that we continue, through our words and actions, to break down barriers of exclusion and marginalization.

Though not a “protection agency” the IFRC must ensure that its assistance work is complemented by vital protection functions. Our operations must “do no harm” and take full account and engage with gender considerations, as well as conditions of fragility: youth, disability, migratory status. Through their advocacy work and services, National Societies and their volunteers play a vital role in protecting children and youth, both those forced to move and those caught in emergency situations. Valuable work is also being done in fighting the “silent disaster” of sexual and gender based violence which is all too prominent, especially in emergency contexts.

The lynchpin of much of the work in this Area of Focus remains education. Both ensuring that youth have continuing access to education, and that key life skills and values are imparted through work known as “humanitarian education”. Efforts towards a scaled-up Movement approach to education will continue. The organizations work under “Gender and Diversity” is housed under this Area of Focus.

Priorities for 2018 and 2019 will include:

1. Scaling up support to protect vulnerable people’s safety and well-being, including collaborating with ICRC to develop a community of practice of National Society experts.
2. In the specific focus area of Child Protection, developing training, tools and advocacy materials, and carrying out evaluations related to all aspects of protecting children on the move, as well as Child Friendly Spaces in emergency settings.

3. Ensuring continued implementation of the International Conference Resolution (2015) on ‘Sexual and gender-based violence: Joint action on prevention and response’; supporting protection from sexual and gender-based violence through the roll-out of a new training programme on prevention and response; and providing support to National Societies to develop policies on prevention of sexual exploitation and abuse, and to implement projects to protect adolescents on the move.
4. Ensuring that “no-one is left behind”, and that the revised Minimum Standard Commitments to Gender and Diversity in Emergency Programming are launched; ensuring increased implementation through the global roll-out of the dedicated training (“Seven Moves”), supported by regional advisors, National Society focal points and partners.
5. Ensuring that a community of practitioners tackling social inclusion issues will be built up, supported by online platforms and face-to-face meetings, and with dedicated guidance on monitoring and evaluation.
6. Continuing a specific focus on social inclusion in the areas of migration and disability.
7. Continuing support to the implementation of the Movement-wide Strategic Framework on Disability Inclusion, and ensuring that IFRC and National Society disaster response and development programmes and operations are disability-inclusive. This means ensuring that all aspects of the institutions themselves are accessible for people with disabilities; and addressing attitudes, environments and processes.
8. Continuing to support the humanitarian education initiative within the network through monthly webinars, an online platform and operational guidelines. The Youth as Agents of Behavioural Change network, with a dedicated coordinator, will be re-invigorated to provide technical support, capacity-building, network coordination, and resources for trainers.

### Area of focus 7: Migration

Migration is increasingly **recognized as a priority area** by IFRC and National Societies:

- More than **7.3 million vulnerable migrants and members of host communities have been supported during the period**, with IFRC-backed National Society support that includes humanitarian assistance, protection, advocacy and awareness raising (CHF 55.1 million).
- In Europe, the IFRC-supported response to the 2015/16 crisis has involved the mobilization of more than 100,000 volunteers and 13,000 staff. Migrants were provided with more than 17 million food parcels and meals, over one million health interventions, including medical care, first aid and psychological support, 2.6 million blankets, sleeping bags and items of clothing, and 1.7 million hygiene kits. The organization also launched its first search and rescue operation in a bid to save the lives of people crossing the Mediterranean seeking refuge and safety in Europe.
- In other regions, National Societies continued to be at the forefront of the humanitarian response to population movements, and delivered assistance and protection services along the migratory trails, in countries of origin, transit and destination.

Considerable **progress** has been made to position the IFRC strategically as a credible actor in migration. This has translated into:

- The mobilization of a **Migration task force** to enhance global coordination within the Movement regarding all matters related to migration.
- The development of **regional migration frameworks and strategies** which have informed the IFRC Global Strategy on Migration to be adopted at the General Assembly in 2017.
- The implementation of pilot projects in countries of origin and transit along the migratory route towards Europe – i.e. in The Gambia, Sudan, Niger, Tunisia and Egypt. This has been made possible through the creation of the **Migration Fund**.
- **Relevant contributions** to debates on migration with a distinct IFRC voice, especially on the Global Compact on safe, orderly and regular migration, and the Global Refugee Compact.
- **Stronger engagement** of National Societies in the field of migration, in part due to the development of new tools such as the Virtual Volunteer ([www.virtualvolunteer.org](http://www.virtualvolunteer.org)), a web-based platform allowing migrants to access life-saving information; and the [Smart Practices](#)



[that enhance resilience of migrants](#), a microsite giving access to some 60 practices from National Societies in assistance, protection, advocacy and social inclusion.

In **2018-2019** the IFRC will be focusing on:

1. Increasing the scale and reach, through the implementation of the Global Strategy on Migration. Migratory trails will be further monitored and analysed, to support National Societies with the provision of humane and dignified assistance to migrants.
2. Enhancing the capacities and knowledge across the organisation through innovative learning approaches and peer-to-peer support.
3. Continuing to position the IFRC as an important voice, through advocacy and communication efforts, informed by evidence on the ground.

## Attachment 1: IFRC Budget 2018-2019 and Projection 2020-2021

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## **1. Introduction**

### **Basis of presentation**

1. The Plan and Budget 2016-2020 (Plan and Budget) contains the results framework for the International Federation of Red Cross and Red Crescent Societies (IFRC), comprising outcomes in the four Strategies for Implementation, and results in the seven Areas of Focus.
2. Budget 2018-2019 (Budget) incorporates the financial resources available to the IFRC, and identifies how those resources will be allocated to the realization of outcomes and the achievement of results as set out in the Plan and Budget.
3. Consistent with *Article 36* of the Constitution, the Budget constitutes the two-year budget of the IFRC for 2018 and 2019, as drawn up by the Secretary General in consultation with the Chair of the Finance Commission, and as approved by the Governing Board.
4. The Budget has been prepared consistent with *Financial Regulation III*, with Annex 3 including a presentation of Budget 2018-2019 on the basis of sections corresponding to the structures of the Secretariat.

### **Budget highlights**

5. The IFRC is proposing a budget of CHF 1 billion for 2018-2019, including a Regular Resources Budget of CHF 210 million, an Other Resources budget of CHF 704 million and a Supplementary Services budget of CHF 86 million.
6. The Budget also includes a Capital Budget of CHF 36 million, incorporating planned capital expenditure in property, vehicles, telecommunications equipment and information systems.
7. The Budget is prepared on a results-basis, with a view to the implementation of matrix management. This will ensure an appropriate geographic distribution of financial resources to enable the achievement of results and the realization of objectives in an efficient and effective manner.
8. The budget also contemplates targeted investments in key risk management and internal control functions which contribute to safeguarding the financial resources entrusted to the IFRC.
9. Subject to the realization of the budgeted income, the reserves and working capital are sufficient to sustain the Regular Resources, Other Resources, Supplementary Services and Capital components of the Budget.
10. The achievement of the outcomes in the Strategies for Implementation and results in Areas of Focus as set out in the Plan and Budget are contingent on the realization of the Budget and Projection.

### **Projection 2020-2021**

11. In addition to the Budget for 2018-2019, a Projection is provided for 2020-2021.

## 2. Regular Resources

12. The Regular Resources of the IFRC include statutory contributions, unrestricted voluntary contributions, other income and cost recoveries.

13. The 2018-2019 Regular Resources income and cost recoveries are budgeted as follows:

<i>millions of Swiss francs</i>	2018	2019	Total
Statutory contributions	36.5	36.5	<b>73.0</b>
Voluntary contributions:	30.0	30.0	<b>60.0</b>
Other income	2.5	2.5	<b>5.0</b>
Cost recoveries	36.0	36.0	<b>72.0</b>
<b>Total</b>	<b>105.0</b>	<b>105.0</b>	<b>210.0</b>

14. The 2018-2019 Regular Resources expenditure in the Strategies for Implementation and Areas of Focus are budgeted as follows:

<i>millions of Swiss francs</i>	2018	2019	Total
<b>Strategies for Implementation</b>			
1. Strengthen National Society	10.0	10.0	<b>20.0</b>
2. Ensure effective international disaster management	16.5	16.5	<b>33.0</b>
3. Influence others as leading strategic partner	16.5	16.5	<b>33.0</b>
4. Ensure a strong IFRC	53.0	53.0	<b>106.0</b>
<b>Sub-total</b>	<b>96.0</b>	<b>96.0</b>	<b>192.0</b>
<b>Areas of Focus</b>			
1. Disaster risk reduction	2.0	2.0	<b>4.0</b>
2. Shelter	1.1	1.1	<b>2.2</b>
3. Livelihoods and basic needs	0.2	0.2	<b>0.4</b>
4. Health	3.4	3.4	<b>6.8</b>
5. Water, sanitation and hygiene	0.8	0.8	<b>1.6</b>
6. Inclusion, gender and protection	1.0	1.0	<b>2.0</b>
7. Migration	0.5	0.5	<b>1.0</b>
<b>Sub-total</b>	<b>9.0</b>	<b>9.0</b>	<b>18.0</b>
<b>Total</b>	<b>105.0</b>	<b>105.0</b>	<b>210.0</b>

### 3. Other Resources

15. The Other Resources of the IFRC include restricted voluntary contributions for humanitarian response and thematic activities.

16. The 2018-2019 Other Resources income is budgeted as follows:

<i>millions of Swiss francs</i>	2018	2019	Total
<b>Restricted voluntary contributions</b>			
Humanitarian response	180.0	180.0	<b>360.0</b>
Thematic	200.0	200.0	<b>400.0</b>
<b>Total</b>	<b>380.0</b>	<b>380.0</b>	<b>760.0</b>

17. Humanitarian response income includes restricted voluntary contributions to Emergency Appeals and the Disaster Relief Emergency Fund (DREF).

18. Thematic income includes restricted voluntary contributions to the Strategies for Implementation and Areas of Focus.

19. The 2018-2019 Other Resources expenditure in the Strategies for Implementation and Areas of Focus are budgeted as follows:

<i>millions of Swiss francs</i>	2018	2019	Total
<b>Strategies for Implementation</b>			
1. Strengthen National Society	43.2	43.2	<b>86.4</b>
2. Ensure effective international disaster management	27.5	27.5	<b>55.1</b>
3. Influence others as leading strategic partner	9.2	9.2	<b>18.4</b>
4. Ensure a strong IFRC	5.4	5.4	<b>10.8</b>
<b>Sub-total</b>	<b>85.3</b>	<b>85.3</b>	<b>170.6</b>
<b>Areas of Focus</b>			
1. Disaster risk reduction	51.8	51.8	<b>103.6</b>
2. Shelter	38.8	38.8	<b>77.5</b>
3. Livelihoods and basic needs	44.0	44.0	<b>88.1</b>
4. Health	79.5	79.5	<b>158.9</b>
5. Water, sanitation and hygiene	19.6	19.6	<b>39.3</b>
6. Inclusion, gender and protection	7.6	7.6	<b>15.1</b>
7. Migration	53.4	53.4	<b>106.9</b>
<b>Sub-total</b>	<b>294.7</b>	<b>294.7</b>	<b>589.4</b>
<b>Total</b>	<b>380.0</b>	<b>380.0</b>	<b>760.0</b>

20. The balance between Other Resources income and expenditure is attributed to indirect and other cost recoveries.

## 4. Supplementary Services

21. The Supplementary Services of the IFRC include fees for administrative, logistics, fleet and contracted services provided on a full-cost recovery basis, including:
- Administrative Services:** subject to headquarters agreements, the IFRC provides shared office, and other administrative support enabling National Societies to work legally in an international setting
  - Logistics Services:** subject to agreements, the IFRC provides procurement, warehousing, quality assurance, mobilization and professional consultancy services
  - Fleet Services:** subject to lease agreements, the IFRC provides vehicles by way of a vehicle rental scheme, as well as professional consultancy and training services
  - Contracted Services:** subject to contract, the IFRC provides grant management services to international and intergovernmental organizations consistent with the Strategies for Implementation and Areas of Focus
22. Supplementary Services are provided upon request to meet the demands of National Societies and other humanitarian actors.
23. The IFRC aims to provide Supplementary Services in an efficient and cost effective manner with a view to risk management. As such, the IFRC will render Supplementary Services when there is:
- demand from members or other humanitarian actors;
  - capacity by the IFRC to deliver sustainably;
  - no compromise to relations with or between members or our Fundamental Principles; and,
  - agreement by the National Society.
24. The 2018-2019 Supplementary Services income is budgeted as follows:

<i>millions of Swiss francs</i>	<b>2018</b>	<b>2019</b>	<b>Total</b>
<b>Service fees</b>			
Administrative services	10.5	10.5	<b>21.0</b>
Logistics services	13.5	13.5	<b>27.0</b>
Fleet services	7.0	7.0	<b>14.0</b>
Contracted services	20.0	20.0	<b>40.0</b>
<b>Total</b>	<b>51.0</b>	<b>51.0</b>	<b>102.0</b>

25. The 2018-2019 Supplementary Services expenditure in the Strategies for Implementation and Areas of Focus are budgeted as follows:

<i>millions of Swiss francs</i>	<b>2018</b>	<b>2019</b>	<b>Total</b>
<b>Strategies for Implementation</b>			
1. Strengthen National Society	-	-	-
2. Ensure effective international disaster management	31.00	31.00	<b>62.00</b>
3. Influence others as leading strategic partner	-	-	-
4. Ensure a strong IFRC	-	-	-
<b>Sub-total</b>	<b>31.00</b>	<b>31.00</b>	<b>62.00</b>
<b>Areas of Focus</b>			
1. Disaster risk reduction	-	-	-
2. Shelter	-	-	-
3. Livelihoods and basic needs	-	-	-
4. Health	16.50	16.50	<b>33.00</b>
5. Water, sanitation and hygiene	-	-	-
6. Inclusion, gender and protection	-	-	-
7. Migration	3.50	3.50	<b>7.00</b>
<b>Sub-total</b>	<b>20.00</b>	<b>20.00</b>	<b>40.00</b>
<b>Total</b>	<b>51.00</b>	<b>51.00</b>	<b>102.00</b>

26. The balance between Supplementary Services income and expenditure is attributed to indirect and other cost recoveries.

## 5. Capital Budget

27. Funded from the Regular Resources reserves of the IFRC, the Capital Budget includes capital expenditure in the IFRC's non-current assets, including property, vehicles, telecommunications equipment and information systems.

28. The 2018-2019 Capital Budget is as follows:

<i>millions of Swiss francs</i>	<b>2018</b>	<b>2019</b>	<b>Total</b>
<b>Opening balance</b>	55.0	75.0	-
<b>Additions</b>	29.0	10.0	<b>39.0</b>
<b>Disposals</b>	(2.5)	(2.5)	<b>(5.0)</b>
<b>Depreciation and amortisation</b>	(6.5)	(7.5)	<b>(14.0)</b>
<b>Closing balance</b>	<b>75.0</b>	<b>75.0</b>	-

29. The 2018 opening balance represents the estimated 2017 closing balance for property, vehicles, telecommunications equipment and information systems.

30. Budgeted additions include CHF 19.0 million for the redevelopment of the IFRC's headquarters in Geneva, Switzerland in 2018, CHF 15.0 million for the replenishment of vehicles, and CHF 5.0 million in telecommunications equipment and information systems.

31. The redevelopment of the IFRC's headquarters is to be financed by a 0% interest, 50-year loan from the Foundation des Immeubles pour les Organisations Internationales (FIPOI).

32. Asset disposals relate primarily to vehicles, which, at the end of their useful life, are disposed of by auction, thereby recovering their residual value.

33. Depreciation and amortisation include CHF 8.0 million in vehicles and CHF 5.0 million in telecommunications equipment and information systems, as well as CHF 1.0 million in property

for the IFRC headquarters office building from 2019.

34. Budgeted closing capital asset balances are as follows:

<i>millions of Swiss francs</i>	2018	2019
<b>Property</b>	52.5	51.5
<b>Vehicles</b>	20.0	21.0
<b>Other equipment</b>	0.5	0.5
<b>Intangible assets</b>	2.0	2.0
<b>Total</b>	<b>75.0</b>	<b>75.0</b>

## 6. Working Capital

35. Consistent with *Financial Regulation VII*, the projected level of reserves must be sufficient to ensure liquidity to meet the IFRC's cash flow requirements.

36. The IFRC's Regular Resources cash flow requirements include:

- a. day-to-day working capital to meet Regular Resources expenditure of the IFRC;
- b. expenditure in advance of receipt of voluntary contributions from donors, particularly in response to Emergency Appeals;
- c. expenditure in advance of receipt of payment for Supplementary Services; and,
- d. self-insurance and other specific reserves including, for example, statutory meetings.

37. The IFRC's 2018-2019 Regular Resources working capital requirement is calculated at CHF 53 million.

38. 2018-2019 Regular Resources income and cost recoveries are budgeted at CHF 210 million, and are sufficient to meet budgeted Regular Resources expenditure for this period.

39. The IFRC's Regular Resources working capital is budgeted to be at or above CHF 50 million for 2018-2019, as follows:

<i>millions of Swiss francs</i>	2018	2019
<b>Opening balance</b>	55.0	55.0
<b>Regular resources surplus (deficit)</b>	-	-
<b>Closing balance</b>	<b>55.0</b>	<b>55.0</b>

40. The 2018 opening balance represents the estimated 2017 closing balance for Regular Resources working capital.



## Annex 1: Budget 2018-2019 – Results-Based Budget

41. The following is the consolidated Budget presented on the basis of results as set-out in the Plan and Budget.

CHF million	2018				2019				Total			
	Regular Resources	Other Resources	Supplementary services	Total	Regular Resources	Other Resources	Supplementary services	Total	Regular Resources	Other Resources	Supplementary services	Total
<b>INCOME</b>												
Statutory contributions	36.5	-	-	<b>36.5</b>	36.5	-	-	<b>36.5</b>	73.0	-	-	<b>73.0</b>
Voluntary contributions	30.0	380.0	-	<b>410.0</b>	30.0	380.0	-	<b>410.0</b>	60.0	760.0	-	<b>820.0</b>
Service fees	-	-	51.0	<b>51.0</b>	-	-	51.0	<b>51.0</b>	-	-	102.0	<b>102.0</b>
Other income	2.5	-	-	<b>2.5</b>	2.5	-	-	<b>2.5</b>	5.0	-	-	<b>5.0</b>
<b>Total income</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>138.0</b>	<b>760.0</b>	<b>102.0</b>	<b>1,000.0</b>
<b>EXPENDITURE</b>												
<b>Strategies for Implementation</b>												
1. Strengthen National Society	10.0	40.0	-	<b>50.0</b>	10.0	40.0	-	<b>50.0</b>	20.0	80.0	-	<b>100.0</b>
2. Ensure effective international disaster management	16.5	25.5	25.0	<b>67.0</b>	16.5	25.5	25.0	<b>67.0</b>	33.0	51.0	50.0	<b>134.0</b>
3. Influence others as leading strategic partner	16.5	8.5	-	<b>25.0</b>	16.5	8.5	-	<b>25.0</b>	33.0	17.0	-	<b>50.0</b>
4. Ensure a strong IFRC	53.0	5.0	-	<b>58.0</b>	53.0	5.0	-	<b>58.0</b>	106.0	10.0	-	<b>116.0</b>
<b>Total Strategies for Implementation</b>	<b>96.0</b>	<b>79.0</b>	<b>25.0</b>	<b>200.0</b>	<b>96.0</b>	<b>79.0</b>	<b>25.0</b>	<b>200.0</b>	<b>192.0</b>	<b>158.0</b>	<b>50.0</b>	<b>400.0</b>
<b>Areas of Focus</b>												
1. Disaster risk reduction	2.0	48.0	-	<b>50.0</b>	2.0	48.0	-	<b>50.0</b>	4.0	96.0	-	<b>100.0</b>
2. Shelter	1.1	35.9	-	<b>37.0</b>	1.1	35.9	-	<b>37.0</b>	2.2	71.8	-	<b>74.0</b>
3. Livelihoods and basic needs	0.2	40.8	-	<b>41.0</b>	0.2	40.8	-	<b>41.0</b>	0.4	81.6	-	<b>82.0</b>
4. Health	3.4	73.6	15.0	<b>92.0</b>	3.4	73.6	15.0	<b>92.0</b>	6.8	147.2	30.0	<b>184.0</b>
5. Water, sanitation and hygiene	0.8	18.2	-	<b>19.0</b>	0.8	18.2	-	<b>19.0</b>	1.6	36.4	-	<b>38.0</b>
6. Inclusion, gender and protection	1.0	7.0	-	<b>8.0</b>	1.0	7.0	-	<b>8.0</b>	2.0	14.0	-	<b>16.0</b>
7. Migration	0.5	49.5	3.0	<b>53.0</b>	0.5	49.5	3.0	<b>53.0</b>	1.0	99.0	6.0	<b>106.0</b>
<b>Total Areas of Focus</b>	<b>9.0</b>	<b>273.0</b>	<b>18.0</b>	<b>300.0</b>	<b>9.0</b>	<b>273.0</b>	<b>18.0</b>	<b>300.0</b>	<b>18.0</b>	<b>546.0</b>	<b>36.0</b>	<b>600.0</b>
<b>Total expenditure</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>210.0</b>	<b>704.0</b>	<b>86.0</b>	<b>1,000.0</b>
<b>COST RECOVERIES</b>												
Indirect	(23.0)	21.5	1.5	-	(23.0)	21.5	1.5	-	(46.0)	43.0	3.0	-
Donor specific	(2.0)	2.0	-	-	(2.0)	2.0	-	-	(4.0)	4.0	-	-
Logistics	(4.0)	2.5	1.5	-	(4.0)	2.5	1.5	-	(8.0)	5.0	3.0	-
Fleet	(7.0)	2.0	5.0	-	(7.0)	2.0	5.0	-	(14.0)	4.0	10.0	-
<b>Total cost recoveries</b>	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	<b>-</b>	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	<b>-</b>	<b>(72.0)</b>	<b>56.0</b>	<b>16.0</b>	<b>-</b>
<b>Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Annex 2: Budget 2018-2019 - Balance Sheet

42. The following are the 2018-2019 year-end budgeted balance sheets, incorporating working capital, capital assets as well as regular and other (restricted) reserves<sup>1</sup>.

<i>millions of Swiss francs</i>	2018			2019		
	Regular Resources	Other Resources	Total	Regular Resources	Other Resources	Total
<b>Assets</b>						
<b>Working capital</b>	55.0	205.0	260.0	55.0	205.0	260.0
<b>Capital assets</b>	75.0	5.0	80.0	75.0	5.0	80.0
<b>Total Assets</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>
<b>Liabilities and Reserves</b>						
<b>Long-term liabilities<sup>2</sup></b>	50.0	-	50.0	49.0	-	49.0
<b>Reserves<sup>3</sup></b>	80.0	210.0	290.0	81.0	210.0	291.0
<b>Total Liabilities and Reserves</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>	<b>130.0</b>	<b>210.0</b>	<b>340.0</b>

<sup>1</sup> Balance sheet does not contain specific adjustments and estimates necessary to comply with International Financial Reporting Standards.

<sup>2</sup> Long-term liabilities include 0%, 50-year loan for the redevelopment of the IFRC's headquarters in Geneva, Switzerland.

<sup>3</sup> Other or Restricted Reserves represent funds received for Humanitarian Response operations or Thematic programmes not yet spent. At the end of 2016, the restricted reserves amounted to CHF 210 million expected to be spent in 2017 through planned expenditure of programme funds accumulated in prior years, mainly from the Ebola operation. However, as the same amounts have been budgeted for Other Resources income and expenditure in 2017, 2018 and 2019, restricted reserves are projected to remain above CHF 200 million for Budget 2018-2019.

## Annex 3: Budget 2018-2019 - Structural Budget

43. The following is the consolidated Budget presented on the basis of sections corresponding to the structures of the Secretariat, consistent with *Financial Regulation III*.

millions of Swiss francs	2018				2019				Total			
	Regular Resources	Other Resources	Supplementary services	Total	Regular Resources	Other Resources	Supplementary services	Total	Regular Resources	Other Resources	Supplementary services	Total
<b>INCOME</b>												
Statutory contributions	36.5	-	-	36.5	36.5	-	-	36.5	73.0	-	-	73.0
Voluntary contributions	30.0	380.0	-	410.0	30.0	380.0	-	410.0	60.0	760.0	-	820.0
Service fees	-	-	51.0	51.0	-	-	51.0	51.0	-	-	102.0	102.0
Other income	2.5	-	-	2.5	2.5	-	-	2.5	5.0	-	-	5.0
<b>Total income</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>69.0</b>	<b>380.0</b>	<b>51.0</b>	<b>500.0</b>	<b>138.0</b>	<b>760.0</b>	<b>102.0</b>	<b>1,000.0</b>
<b>EXPENDITURE</b>												
<b>Statutory, Leadership and Compliance Services</b>												
General Assembly, Governing Board, Statutory Commissions and Committees	2.5	0.4	0.1	3.0	2.5	0.4	0.1	3.0	5.0	0.8	0.2	6.0
Office of the Secretary General	8.1	0.1	0.3	8.5	8.1	0.1	0.3	8.5	16.2	0.2	0.6	17.0
<b>Global Management and Support</b>												
Programmes and Operations	15.8	19.7	17.0	52.5	15.8	19.7	17.0	52.5	31.6	39.4	34.0	105.0
Partnerships	17.7	5.2	0.1	23.0	17.7	5.2	0.1	23.0	35.4	10.4	0.2	46.0
Management	17.0	-	-	17.0	17.0	-	-	17.0	34.0	-	-	34.0
<b>Regional and Country Management and Support</b>												
Africa	9.5	100.0	17.0	126.5	9.5	100.0	17.0	126.5	19.0	200.0	34.0	253.0
Americas	6.0	35.3	0.5	41.8	6.0	35.3	0.5	41.8	12.0	70.6	1.0	83.6
Asia Pacific	9.3	100.5	5.0	114.8	9.3	100.5	5.0	114.8	18.6	201.0	10.0	229.6
Europe	5.2	34.8	1.0	41.0	5.2	34.8	1.0	41.0	10.4	69.6	2.0	82.0
Middle East and North Africa	5.4	56.0	2.0	63.4	5.4	56.0	2.0	63.4	10.8	112.0	4.0	126.8
<b>Other</b>												
Depreciation and amortisation	6.5	-	-	6.5	6.5	-	-	6.5	13.0	-	-	13.0
General Provision	2.0	-	-	2.0	2.0	-	-	2.0	4.0	-	-	4.0
<b>Total expenditure</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>105.0</b>	<b>352.0</b>	<b>43.0</b>	<b>500.0</b>	<b>210.0</b>	<b>704.0</b>	<b>86.0</b>	<b>1,000.0</b>
<b>COST RECOVERIES</b>												
Indirect	(23.0)	21.5	1.5	-	(23.0)	21.5	1.5	-	(46.0)	43.0	3.0	-
Donor specific	(2.0)	2.0	-	-	(2.0)	2.0	-	-	(4.0)	4.0	-	-
Logistics	(4.0)	2.5	1.5	-	(4.0)	2.5	1.5	-	(8.0)	5.0	3.0	-
Fleet	(7.0)	2.0	5.0	-	(7.0)	2.0	5.0	-	(14.0)	4.0	10.0	-
<b>Total cost recoveries</b>	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	<b>-</b>	<b>(36.0)</b>	<b>28.0</b>	<b>8.0</b>	<b>-</b>	<b>(72.0)</b>	<b>56.0</b>	<b>16.0</b>	<b>-</b>
<b>Surplus / (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The Office of the Secretary General includes General Counsel, Security and the Office of Internal Audit and Investigation in Geneva (CHF 3.8 million per year) and internal auditors in regional offices (CHF 0.2 million per year). Programmes and Operations includes the Global Fleet Centre in Dubai and the Global Service Centre in Budapest (CHF 3.3 million per year), Partnerships includes the representation office to the United Nations in New York (CHF 1.1 million per year) and Management includes Information Systems and Finance & Administration at the Global Service Centre in Budapest (CHF 1.5 million per year).

## Annex 4: Projection 2020-2021 – Results-Based Projection

44. The following is the consolidated 2020-2021 Projection presented on the basis of results as set-out in the Plan and Budget.

CHF million	Budget			Projections		
	2018	2019	Total	2020	2021	Total
<b>INCOME</b>						
Statutory Contributions	36.5	36.5	73.0	36.5	36.5	73.0
Voluntary Contributions:	410.0	410.0	820.0	410.0	410.0	820.0
Service Fees	51.0	51.0	102.0	51.0	51.0	102.0
Other Income	2.5	2.5	5.0	2.5	2.5	5.0
<b>Total Income</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>
<b>EXPENDITURE</b>						
<b>Strategies for Implementation</b>						
1. Strengthen National Societies	50.0	50.0	100.0	50.0	50.0	100.0
2. Ensure effective international disaster response	67.0	67.0	134.0	67.0	67.0	134.0
3. Influence others as a leading strategic partner	25.0	25.0	50.0	25.0	25.0	50.0
4. Ensure a strong IFRC	58.0	58.0	116.0	58.0	58.0	116.0
<b>Total Strategies for Implementation</b>	<b>200.0</b>	<b>200.0</b>	<b>400.0</b>	<b>200.0</b>	<b>200.0</b>	<b>400.0</b>
<b>Areas of Focus</b>						
1. Disaster Risk Reduction	50.0	50.0	100.0	50.0	50.0	100.0
2. Shelter	37.0	37.0	74.0	37.0	37.0	74.0
3. Livelihoods	41.0	41.0	82.0	41.0	41.0	82.0
4. Health	92.0	92.0	184.0	92.0	92.0	184.0
5. Water, Sanitation and Hygiene	19.0	19.0	38.0	19.0	19.0	38.0
6. Inclusion, Gender and Protection	8.0	8.0	16.0	8.0	8.0	16.0
7. Migration	53.0	53.0	106.0	53.0	53.0	106.0
<b>Total Areas of Focus</b>	<b>300.0</b>	<b>300.0</b>	<b>600.0</b>	<b>300.0</b>	<b>300.0</b>	<b>600.0</b>
<b>Total expenditure</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>	<b>500.0</b>	<b>500.0</b>	<b>1,000.0</b>
<b>Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## **Annex 5: The Budget– Principles and Policies**

45. The Budget is consistent with the policies and regulations as set out in the *Constitution* and the *Financial Regulations*.
46. Further, the Budget is subject to the Principles and Policies as set out below, which are an integral part of the Budget.

### **Budget Principles**

47. The Regular Resources budget includes necessary investment to support the achievement of programme results in the Areas of Focus and of outcomes in the Strategies for Implementation, as set out in the Plan and Budget. As such, it includes leadership, management, internal control and support functions, as well as direct investment in strengthening the capacities of National Societies, and investment in critical countries of operation.
48. Other Resources and Supplementary Services Budgets are subject to full cost-recovery, whereby the full costs associated with project implementation or service delivery are fully funded via voluntary contributions or recovered via service fees, respectively.

### **Budget Policies**

49. Expenditure associated with the implementation of Humanitarian Response and Thematic programmes (i.e. Other Resources budget), as well as the provision of Supplementary Services, entails direct costs, indirect costs and in some cases donor-specific costs.
50. The indirect costs and some direct costs, and some donor-specific costs are borne by the Regular Resources budget, and are recovered from the Other Resources (restricted) budget and the Supplementary Services budget through the indirect and other cost recovery mechanisms.

### **Indirect Cost Recovery**

51. The standard indirect cost recovery rate is 6.5 per cent of Other Resources budget direct costs, which is recovered from Humanitarian Response and Thematic programmes as expenditure is incurred. The standard rate is recovered on both cash and in-kind expenditures.
52. The indirect cost recovery rate does not apply to the Humanitarian Response and Thematic programme expenditure under the following circumstances:
  - a. Staff on loan: No indirect cost recovery on the in-kind value of staff on loan, including delegates-in-kind. However, in-country costs of staff on loan (accommodation, daily allowance, etc.) are subject to the applicable indirect cost-recovery rate.
  - b. Transport in-kind: Transport in-kind is exempted from indirect cost recovery.
  - c. Statutory meetings: Voluntary funded components of statutory meetings (General Assembly, regional conferences) are not subject to indirect cost-recovery.
53. The standard indirect cost recovery rate is also recovered on Supplementary Services

budget expenditure and recovered in the Service Fees.

54. The indirect cost recovery rate does not apply to Supplementary Services expenditure in the following circumstances:
- a. Logistics services: In cases of provision of logistics services to members or non-members, third party costs (for example, from external suppliers of procured goods) are not subject to indirect cost recovery.
  - b. Fleet services: In cases of provision of fleet services to members, the capital cost of the vehicle (i.e. the depreciation of the vehicle) is not subject to indirect cost recovery.

### **Indirect Cost Recovery Capping**

55. If the indirect costs recovered exceed the actual costs within a calendar year as a result of a major operation (i.e. an operation with expenditure in excess of CHF 50 million), the excess indirect costs recovered will be internally restricted and presented to the Governing Board for decision as to its reallocation.

### **Logistics Cost Recovery**

56. The costs associated with the provision of specific logistics services (i.e. procurement, mobilisation, warehousing) in support of a Humanitarian Response operation, a Thematic programme, or as a Supplementary Service, is subject to cost recovery. Rates for prescribed logistics services are reviewed annually and apply equally to Humanitarian Response operations, Thematic programmes, and Supplementary Service agreements.

### **Fleet Cost Recovery**

57. The costs associated with the provision of vehicles, to a Humanitarian Response operation, a Thematic programme, or as a Supplementary Service is subject to cost recovery. Rates for prescribed vehicles are reviewed annually and apply equally to Humanitarian Response operations, Thematic programmes, and Supplementary Service (vehicle rental) agreements.

### **Donor Specific Cost Recoveries**

58. Additional costs borne by the Regular Resources budget which are associated with the provision of non-standard donor-specific reporting are subject to Donor-Specific Cost Recoveries.
59. Donor-specific cost recoveries include pledge earmarking and reporting fees. These costs are separately recovered in order to ensure that donors who direct funds and/or who have specific reporting requirements are not subsidized by those donors who accept standard IFRC reports.

### **Earmarked Pledge Minimum Value**

60. The minimum value of an earmarked pledge receivable by the IFRC is CHF 100,000.
61. For the purposes of applying the Earmarked Pledge Minimum Value, a pledge is considered earmarked when it is directed by the donor and/or requires reporting at a level more detailed than the country, appeal or thematic programme.

### **Pledge earmarking fee**

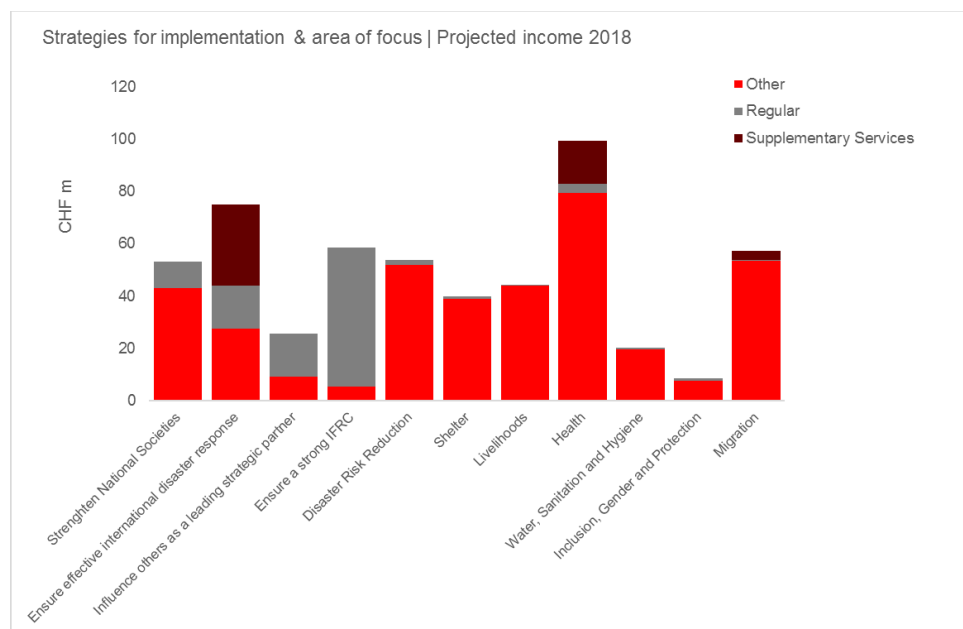
- a. When a donor requires specific costs to be attributed to their restricted voluntary contribution, or to be spent within a specific timeframe. or if they require pledge-based financial reporting, an earmarking fee of 1.0 per cent of pledge direct costs is incurred and charged as expenditure. This is applied in addition to the standard Indirect Cost Recovery to recover the incremental costs associated with project management and accounting.
- b. The earmarking fee does not apply to contributions earmarked at the country, appeal or thematic programme level, provided there is no requirement to account and/or report on the basis of the pledge itself.

### **Reporting fees**

- a. When a donor requires specific financial or narrative reports on the use of their restricted voluntary contribution, a reporting fee is applied when the report has been completed and issued. This is to recover the incremental costs associated with the preparation, validation and distribution of customised donor reports.
- b. The reporting fees are as follows:
  - Financial report: CHF 200 per report
  - Narrative report: CHF 500 per report
  - Invoice required for payment: CHF 200 per invoice
- c. The reporting fee does not apply to standard programme or appeal reports published on the IFRC's websites.

## Attachment 2: IFRC Resourcing plan for voluntary contributions

The IFRC has set a total revenue budget of CHF 500 million for 2018 which includes a projected CHF 30 million in voluntary regular resources, CHF 200 million in voluntary contributions for thematic areas of focus and CHF 180 million in voluntary income for emergency appeals to respond to humanitarian crises (based on a five-year historic average).



IFRC will work together with National Societies to partner with Governments to access funding, diversifying and strengthening access to resources. The IFRC's resource development approach is through the creation, nurturing, and management of strategic partnerships that are sustainable, multi-year and provide flexible funding in support of the work of IFRC globally, regionally, and in countries. Unrestricted regular resources, other resources across eight thematic areas of focus and four strategies for implementation, and funding for humanitarian crises form the framework of IFRC's funding approach.

In response to increasing competition in fundraising across traditional methods of resource mobilization, IFRC will support National Societies through the co-ordination and development of innovative financing and fundraising solutions such as forecast based financing initiatives and social impact investing.

Strong multi-year planning and budgeting and a strategic approach to partnerships will lead to multi-year funding frameworks which facilitate partners' giving preferences. IFRC promotes high quality, reliable, flexible support to enable the organisation to be more effective in delivering services to those in need and to prioritize long-term strategic & predictable support over individual project based contributions. IFRC can demonstrate its impact through high-quality programme implementation within the multi-year plan and budget, and subsequent high-quality reports, instil trust between IFRC and partners that lead to longer term, strengthened relationships.

The strength of IFRC is in its network of National Societies. The aim of Partnerships & Resource Development (PRD) is therefore to co-ordinate and support National Societies in developing domestic resource mobilisation. The aim is to enable National Societies to become more effective local actors and to maximise their fundraising potential for the domestic and international work of the Red Cross and Red Crescent. IFRC will achieve this by growing the resources needed to assist National Societies in becoming strong, agile and sustainable



organisations, including through the development of a “pooled fund” focused on National Society Development, alongside ICRC. Recognizing the commitment of all Movement components to work together to maximize their potential, the IFRC – together with ICRC and National Societies – is contributing to the development of a global fundraising hub and fundraising catalyst investment mechanism to ensure National Societies can contribute to and access support for their domestic resource mobilization development.

A network of strong fundraising National Societies will, in turn, lead to a stronger IFRC. The flow of funding through IFRC in support of local operational delivery will be well co-ordinated and sustainable, with National Societies as the interlocutor between their constituencies of support and the IFRC network. The partnerships in which IFRC engages keep National Societies, as the primary actors in support of the most vulnerable communities, at the core.

### Attachment 3: IFRC Results matrix

Results matrix for Strategies for Implementation			
Objectives		Indicators	Comments
<b>SFI 1 – Strengthen National Society</b>			
<b>Outcome</b>	1.1. National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform	1.1.a # of National Societies providing an audited financial statement	
		1.1.b # of National Societies with a self-development plan in follow up to OCAC	
		1.1.c % of National Societies that are satisfied with the IFRC-facilitated capacity building and organizational development	
		1.1.d # of National Societies providing data on all seven indicators in FDRS on an annual basis	
		1.1.e # of National Societies who have insurance for volunteers	
		1.1.f # of insured volunteers	
		1.1.g % of National Societies long term programs supported by IFRC that include a community engagement and accountability component	
<b>Outcome</b>	1.2. National Societies develop deeply shared identities and improved internal and external communication	1.2.a # of National Societies with a defined auxiliary role that is current (including relevant RCRC laws and statutes meeting minimum requirements)	
		1.2.b Engagement in communication campaigns	
		1.2.c Reference to other National Societies and IFRC in public communications	
<b>Outcome</b>	1.3. National Societies programmatic and operation objectives are supported	1.3.a % of National Societies confirming that the programmatic and operational support they have received from the IFRC was adequate and timely	
<b>Outcome</b>	1.4. The Federation network benefits from its wealth of experience and expertise, a shared culture of innovation, learning and building on best practices and analysis	1.4.c # of users on the IFRC learning platform	
		1.4.d # of National Societies engaged in peer to peer support through the IFRC network	
		1.4.e # of National Societies that report that they benefit from the experience/expertise/innovation/learning opportunities of the IFRC network	

Results matrix for Strategies for Implementation		
Objectives	Indicators	Comments
<b>SFI 2 – Ensure effective international disaster management</b>		
<b>Outcome</b> 2.1. Effective and coordinated international disaster response is ensured	2.1.a # of National Societies supporting an IFRC emergency appeal and/or DREF with financial and/or human resources	
	2.1.b % of large-scale international response operations where joint coordination tools and mechanisms are in use	
	2.1.c ratio of people reached by the IFRC disaster response operations to the people affected by these emergencies	
	2.1.d # of emergency response operations where the IFRC engages in inter-agency coordination (including leading of the Shelter cluster) at the country level	
	2.1.e % of procurement spend sourced from existing Framework Agreements (FA)	
	2.1.f % of international disaster response operations developed with involvement of affected populations and including a community engagement and accountability component.	
	2.1.g % EAs and DREFs with a CTP component implemented	
	2.1.h Volume of assistance budgeted for cash transfer programming increases yearly.	
	2.1.i # crisis-affected people assisted through cash transfer programming (CTP)	
<b>Outcome</b> 2.2. The complementarity and strengths of the Movement are enhanced	2.2.a # of large-scale emergencies requiring a Movement response where joint coordination tools and mechanisms are in use within the Movement response	
	2.2.b # of large scale emergencies where a Movement communications plan is executed	
<b>SFI 3 – Influence others as leading strategic partner in humanitarian action and community resilience</b>		

Results matrix for Strategies for Implementation		
Objectives	Indicators	Comments
Outcome	3.1. The IFRC secretariat, together with National Societies, uses its unique position to influence decisions at local, national and international levels that affect the most vulnerable	3.1.a # of relevant policy documents (such as laws, policies and strategies) adopted by governments at the domestic level that include provisions influenced by National Societies with support from the IFRC and Movement advice and advocacy in the areas of: - Disaster law - Civil protection - Gender - Disabilities - Disaster risk reduction
		3.1.b # of institutional partners formally registered with the One Billion Coalition for Resilience
		3.1.c Perception of IFRC and National Societies by key partners
Outcome	3.2. The programmatic reach of the National Societies and the IFRC is expanded	3.2.b amount of funding mobilised by the IFRC together with National Societies
<b>SFI 4 – Ensure a strong IFRC that is effective, credible and accountable</b>		
Outcome	4.1. The IFRC enhances its effectiveness, credibility and accountability	4.1.a % of large-scale IFRC emergency appeals for which audits of financial statements are conducted in compliance with International Financial Reporting Standards
		4.1.b % appeal financial statement audits issued for which the IFRC has received an unqualified opinion
		4.1.c Value (CHF) of IFRC supplementary services provided on a full cost recovery basis
		4.1.d Diversity of staff (gender, age, nationality)
		4.1.e Employee Engagement Index (measured through Staff Survey)

Results matrix for Strategies for Implementation			
Objectives	Indicators	Comments	
	4.1.f Increased talent management and retention through the implementation of the global mobility and rotation system supported by updated staff regulations		
	4.1.g Geneva headquarters building construction is completed on-time and on budget		
	4.1.h Productivity enhancement and/or cost effectiveness through implementation of a unified global information technology system.		
	4.1.i Customer satisfaction with the services provided by the Global Service Centre.		
	4.1.j Value-for-money of the services provided by the Global Service Centre.		
<b>Outcome</b>	4.2. The IFRC governance bodies are provided with the relevant information, systems, and facilities necessary to ensure the successful fulfilment of their responsibilities	4.2.a % of governance members satisfied with the documentation, support, and organization of Governance meetings and activities	
		4.2.b # of National Societies engaged in participatory governance processes	
		4.2.c # of National Societies responding positively to governance related compliance monitoring and reporting	
		4.2.d # of National Societies participating in information gathering efforts for IFRC governance use	
<b>Outcome</b>	4.3. A strategy and a plan of action, are developed to mitigate the risk of fraud and corruption within the IFRC Secretariat and National Societies.	4.3a Number of National Societies who have developed their own Fraud and Corruption Prevention Policy. 4.3b Global Policy on Fraud and Corruption Prevention is developed, agreed by National Societies and approved during the 2019 General Assembly. 4.3c Number of National Societies staff and volunteers who completed the 101 and 102 e-learning courses on Fraud and Corruption Prevention. 4.3d Number of National Societies staff who are certified as fraud examiners. 4.3e E-learning course 101 and 102 are translated into 6 languages.	

Results matrix for Strategies for Implementation		
Objectives	Indicators	Comments
	4.3f Federation-wide Whistle-Blower reporting system is introduced.	

Results matrix for Areas of Focus			
Objectives		Indicators	Comments
<b>AOF 1 – Disaster Risk reduction</b>			
<b>Impact</b>	1. Disaster risk reduction	1a. Number of deaths, missing persons and persons affected by disaster per 100,000 people	SDG Indicator 11.5.1
		1b. Direct disaster economic loss in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic services	SDG Indicator 11.5.2
<b>Outcome</b>	1.1. Communities in high risk areas are prepared for and able to respond to disasters	1.1.a # of countries that have multi-hazard early warning systems	See Sendai technical review p.101
		1.1.b # of countries with national and local disaster risk reduction strategies	SDG Indicator 1.5.3
		1.1.c % of resources allocated by IFRC for National Societies disaster preparedness activities using a Forecast based Financing approach	
	1.2. Communities in disaster and crisis affected areas adopt climate risk informed and environmentally responsible values and practices.	1.2.a # of National Societies supporting communities to develop longer term risk reduction plans that address long-term adaptation needs and unexpected climate related risks	
<b>AOF 2 – Shelter</b>			
<b>Impact</b>	2. Shelter	2.b Proportion of urban population living in slums, informal settlements or inadequate housing.	SDG Indicator 11.1.1.
<b>Outcome</b>	2.1. Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer term recovery through shelter and settlement solutions.	2.1.a # of people targeted/reached with safe and adequate shelter and settlement	
		2.1.c # of people provided with safe, adequate and durable recovery shelter and settlement assistance	
<b>AOF 3 – Livelihoods and basic needs</b>			

Results matrix for Areas of Focus			
Objectives		Indicators	Comments
<b>Impact</b>	3. Livelihoods and basic needs	3.a Prevalence of undernourishment	SDG Indicator 2.1.1
<b>Outcome</b>	3.1. Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods	3.1.a #/% of targeted population whose livelihoods are restored to or improved from the pre-disaster level	
		3.1.b #/% of targeted population that <stabilize, improve> their net income through <skills building, improved assets, micro-finance support, job creation, etc>	
		3.1.c #/% of targeted households that have enough <food, cash, incomes> to meet their survival threshold	
<b>AOF 4 - Health</b>			
<b>Impact</b>	4. Health	4.a Neonatal and under-5 mortality rates	SDG Indicator 3.2.1. and 3.2.2
		4.b Maternal mortality ratio	SDG Indicator 3.1.1.
		4.c Disease-specific incidence and mortality rates	SDG Indicator 3.3.1. to 3.3.4.
		4.d Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	SDG Indicator 3.4.1
		4.e Prevalence of stunting (height for age <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age	SDG Indicator 2.2.1
		4.f Death rate due to road traffic injuries	SDG Indicator 3.6.1.
<b>Outcome</b>		4.1. a # of people reached by National Societies health and water, sanitation and hygiene programmes and services	



<b>Results matrix for Areas of Focus</b>			
<b>Objectives</b>		<b>Indicators</b>	<b>Comments</b>
	4.1. Vulnerable people's health and dignity are improved through increased access to appropriate health services.	4.1. b # of people reached through National Societies emergency health management programmes	
		4.1. c # of Red Cross Red Crescent volunteers mobilised by National Societies for health activities	
<b>AOF 5 – Water, sanitation and hygiene</b>			
<b>Impact</b>	5. Water, sanitation and hygiene	5.a Proportion of population using safely managed drinking water services	SDG Indicator 6.1.1
		5.b Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water	SDG Indicator 6.2.1
<b>Outcome</b>	5.1 Vulnerable people have increased access to appropriate and sustainable water, sanitation and hygiene services	5.1.a % of population in target communities using appropriate and sustainable water, sanitation and hygiene services in humanitarian, recovery or development context	
<b>AOF 6 – Protection, Gender and Inclusion</b>			
<b>Impact</b>	6. Protection, Gender and Inclusion	6.a Number of victims of intentional homicide per 100,000 population, by sex and age	SDG Indicator 16.1.1
<b>Outcome</b>	6.1. Communities become more peaceful, safe and inclusive through meeting the needs and rights of the most vulnerable.	6.1. % of National Societies whose FDRS data on people reached is disaggregated by sex and age (proxy indicator)	
<b>AOF 7 - Migration</b>			
<b>Impact</b>	7. Migration	7.a SDG indicator yet to be developed	
<b>Outcome</b>	7.1. Communities support the needs of migrants and their families and those assisting migrants at all	7.1.a # of migrants that access (throughout their journey) culturally sensitive social services, disaggregated by migration or residence status, age, gender,	

Results matrix for Areas of Focus			
	Objectives	Indicators	Comments
	stages of migration (origin, transit and destination).	sex, ethnic origin, nationality, nationality of parents, place of residence and length of residence (disaggregated by type of service)	

# ANNEX 5

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017**

**Items 7.1.1 and 7.1.2 of the agenda**

**Report of the Youth Commission**



**Draft decision:**

It is recommended that:

The General Assembly,

*takes note* of the IFRC Youth Commission 2016-2017 report,

*approves* the revised IFRC Youth Policy as recommended by the Governing Board (Annex 1),

*commends* National Societies with their own youth policies and strategic plans for youth engagement, and *calls* on the rest of the membership to scale up efforts to institutionalise policies and strategies that strengthen the Federation's work with and for children, adolescents, and young adults,

*calls* on National Societies and the IFRC Secretariat to increase their participation in and financial support to the Regional RCRC Youth Networks, in order to promote the IFRC Youth Policy and provide peer support for its adaptation among the National Societies,

*requests* the Secretary General to continue working closely with the Youth Commission and IFRC membership to further meaningful youth engagement across the Secretariat's structures and work,

*congratulates* the IFRC Youth on the Move and Volunteering Award 2017 winners and runners-up.

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**Executive summary**

The IFRC Youth Commission 2016-2017 report summarises progress made on youth engagement against the collective IFRC membership-wide commitments, proposes solutions

for addressing remaining gaps, and calls for increased collective investment in pursuing the IFRC vision of youth engagement in the Red Cross Red Crescent National Societies. The report also introduces the revised IFRC Youth Policy for adoption by the membership and outlines the IFRC Youth Commission's 2018-2019 priorities.

### **What is the issue or problem requiring the Assembly's attention?**

Young people represent more than half of the 16 million volunteers driving the RCRC operations and services. Collectively, the IFRC membership has prioritised youth engagement as a strategic vehicle for strengthening National Societies so that they can effectively respond to crises and foster community resilience. Strategy 2020, complemented by the IFRC Youth Policy (2011) and the IFRC Youth Engagement Strategy (Y.E.S., 2013), argues that "*young people are a crucial investment*" and "*their experience is vital for the progress and stability in societies*". The overall aim of the IFRC Youth Commission Work-plan 2016-2017 has been to advocate for investments, which will empower and enable National Societies to engage young people as leaders, volunteers, and members of affected communities. In its work, the Commission also followed up on the gaps in implementation of previous governance decisions related to advancing meaningful youth engagement across the IFRC membership and its Secretariat. The key achievements of the Commission's 2016-2017 work fall under these four pillars:

- 1) Implementation of the IFRC Youth Policy and Youth Engagement Strategy, our global frameworks for meaningful youth engagement;
- 2) Revitalisation of the Regional RCRC Youth Networks, our unique knowledge sharing hubs leveraging our global potential;
- 3) Investment in ensuring dedicated technical staff for youth engagement, our experts through the IFRC operational structures;
- 4) Bringing the Youth voice and perspectives into the IFRC global processes and priorities.

The Commission wishes to acknowledge everyone who has supported its work over the past two years, especially the young people in their capacity as leaders, service providers, and key shapers of their respective National Societies. The Commission's work has been driven by, with, and for National Societies and all the young people they connect, so a special debt of gratitude goes to the Costa Rica Red Cross and Thai Red Cross for their hospitality and co-organising the Youth Commission meetings in their countries.

### **1. Implementation of the IFRC Youth Policy and IFRC Youth Engagement Strategy**

#### *Where we stand*

Since the adoption of the IFRC Youth Policy (2011) and the endorsement of the IFRC Youth Engagement Strategy (2013), a handful of National Societies have embarked on the transformative journey of reshaping themselves through advancing meaningful youth engagement. The RCRC Youth Engagement Study Report published in 2015 asserts that there were 116 National Societies (61%) without a Youth Policy and 96 National Societies (51%) that operated without a strategic plan to ensure meaningful youth engagement. Data collected for the 2017 edition of the Report suggests an approximate 10% increase achieved over the past two years. This rather minimal progress against our collective commitments links mainly to these three realities in many National Societies: 1) Youth engagement is not identified as a strategic priority for NS senior leadership; 2) there is a lack of resources (human and financial) for youth-led decision-making structures and programming, and 3) there is an absence of global and regional guidance and support from the IFRC and its Secretariat on how to transform global documents into national and local impact.

### *Y.E.S. toolkit*

Achieving humanitarian excellence through advancing meaningful youth engagement urgently requires the full attention and commitment of the NS senior leadership. To support sustainable and peer support-centred approaches, the IFRC Youth Commission, in close partnership with the British Red Cross, spearheaded development of the IFRC Y.E.S. toolkit. With its four pillars, it will help operationalise the IFRC Y.E.S., which is the global and unifying strategic framework for facilitating meaningful engagement of youth as today's and tomorrow's leaders, volunteers, and members of affected communities. First, elements of the Toolkit, namely the promotional and advocacy materials on youth engagement and the National Society Youth Engagement Self-Assessment Tool, will allow National Societies to self-review where they are at in terms of meaningful youth engagement and identify priority areas and actions for growth. The last two components of the Toolkit – i.e. the Step by Step Guidelines for advancing youth engagement, and the Youth Engagement Workshop/Training curriculum – will be completed in the second half of the Commission's term.

### *Revision of the IFRC Youth Policy*

The IFRC Youth Policy (2011) is arguably our most respected document on youth – as it defines our collective global standards on youth engagement. It inspires and guides National Societies in developing their own contextualised Youth Policy to strengthen their efforts in working with and for young people. The current Policy was set for review for the 21<sup>st</sup> Session of the General Assembly, and a revised IFRC Youth Policy document (Annex I) is being put forward. It was developed under the leadership of the Youth Commission, built on inputs from 116 National Societies, and formulated by young leaders representing Regional RCRC Youth Networks and IFRC Youth Commission. The draft IFRC Youth Policy 2017 text was also circulated among National Societies and their young leaders for review to ensure that it: 1) inspires and guides National Societies in their transformative journey advancing youth engagement 2) fits today's reality and reinforces other existing global frameworks, such as the IFRC Y.E.S.) 3) defines relevant and powerful roles and responsibilities as well as sets of indicators for National Societies and the IFRC Secretariat to help us measure success. In addition to the Policy text, an Explanatory note will be written to guide National Societies in adapting the IFRC Youth Policy 2017 to their context, aligning their existing policy, or developing a new policy respectively.

## **2. Revitalisation of the Regional RCRC Youth Networks**

<b>RCRC Youth Networks</b>	<b>Structure</b>	<b>Plan of Action</b>	<b>Technical Support</b>	<b>Funding</b>
Central America Regional Network	Yes (informal)	Under development	Yes	Limited
South America Regional Network	Yes (informal)	Under development	Yes	No
Caribbean Regional Network	Yes (formal)	Yes	Yes	No
European Regional Network	Yes (formal)	Yes	Yes	No
West-Central Africa Regional Network	No	No	Yes	No
East Africa Regional Network	No	No	Yes	No
Southern Africa Regional Network	In review	No	Yes	No
MENA Regional Network	In review	Under development	Limited	No
Asia Pacific Regional Network	Yes (formal)	Yes	Yes	Limited

Youth leaders across the globe are connected to one another through Regional RCRC Youth Networks, which function as unique knowledge and sharing hubs where young leaders leverage the global presence of the Red Cross Red Crescent. Even though each network is driven by regional needs and is therefore unique in its structure and focus, all networks aim to make a positive impact on National Society operations. All networks are, however, at different levels of development (see the chart above), but with the recent welcoming of technical support in the IFRC Regional Offices, and re-affirmation of National Society support through governance decisions, we hope that all of them will be able to progress in terms of active participation and financial empowerment. In addition, we expect young people to take on leadership roles in organizing themselves, defining priorities and writing project proposals based on the regional needs expressed by National Society youth leadership. Some National Societies, especially in the EURASIA region, have prioritised better cooperation on youth engagement and are keen to (re-)establish sub-regional networks to learn and exchange with regional sister National Societies to strengthen their own.

### **3. Investment in ensuring dedicated technical staff for youth engagement**

For National Societies to advance, and for the Regional RCRC Youth Networks to build stronger and lasting foundations, access to sustained and dedicated technical youth engagement support at regional level is pivotal. Over the last decade, many General Assembly and Governing Board decisions called for this expert support, yet over the last three years we have still witnessed gaps with the 2015 situation representing a low, as we only had two part-time staff members dedicated to supporting National Societies' developmental work on youth engagement across five Regional Offices. Fortunately, with strong support from the Governing Board and in close cooperation with the Regional Directors, the IFRC Secretariat has (as of summer 2017) a staff member dedicated to youth engagement in each Regional Office. Challenges however remain, as it must be noted that their job descriptions are shared with other portfolios and their contracts are often short-term and highly dependent on the financial support of National Societies. In addition, they often have zero to very limited budget for youth engagement to make any operational impact. Therefore, the IFRC Youth Commission will continue advocating for more secure positions with adequate regular budget allocation for youth engagement that will empower Youth Officers to make a significant impact in their respective regions.

### **4. Bringing a youth voice and youth perspectives into the IFRC global processes and priorities**

#### *Constitutional Review*

The IFRC Youth Commission is constitutionally mandated to advise on youth-related matters and bring the opinions of young leaders and volunteers to the decision-making tables. Unlike other commissions and committees, it therefore has, both an expert and a representative function. It represents young people, who constitute half of our volunteer base, but remarkably are currently not actively involved in selecting their own representatives. While the current role of the Election Committee in selecting candidates for appointment is much appreciated, young people feel that they are side-lined in the decision-making process. To address this gap, the IFRC Youth Commission - with the strong support of the IFRC Governing Board and various National Societies - proposed an election element to the existing procedure, to ensure that young people can cast the vote on behalf of their respective National Society in the IFRC Youth Commission appointments.

#### *World Humanitarian Summit*

At the WHS, 17 young leaders were advocating for the IFRC's positions and for its unique role in reshaping humanitarian aid, especially in the areas of volunteering, resilience, health, gender

and diversity, and migration. In particular, the IFRC took a leading role in the *High-level Session on Transforming Humanitarian Action With and For Young People*, which paved the way for the [WHS Compact for Young People in Humanitarian Action](#) which is globally coordinated by the IFRC and UNFPA (Annex II). The Commission will continue its engagement with the Compact, while bringing the RCRC unique engagement strategy for young people to the forefront.

#### *Other contributions and engagements*

While at its core the IFRC Youth Commission maintains a specific focus on establishing foundations for youth engagement, it is also involved in a variety of other projects. We take an active part in various working groups, for example: the Humanitarian Education Core Group, the Solferino Academy Steering Group, and the Movement Advisory Body on the 1 Billion Coalition for Resilience. While the IFRC Youth Commission does not drive these agendas, we acknowledge that young people have a specific interest and/or contribution to make.

#### **Statutory Meetings**

The IFRC Youth Commission has done its best to ensure youth participation and meaningful engagement throughout the Statutory Meetings. We expect to see the participation of youth delegates from across the globe and thank all National Societies who have responded to the IFRC President's call for inclusion of young leaders in their respective National Society delegations or who have made financial contributions to the solidarity fund to enable sister National Societies to do the same.

During the Statutory Meetings, the youth delegates are expected to be an integral part of their respective delegations. From experience, we know youth delegates are not always meaningfully engaged throughout the preparation process. As such, the IFRC Youth Commission is organising a pre-Youth Forum and has outlined a roadmap towards the Statutory Meetings so that all youth delegates, in the months leading up to the meetings, can familiarize themselves with the topics and acquire the necessary information – including liaising with their peers at the grassroots level. For relevant and informed discussions to take place, it is vital that young people are empowered by the National Societies' senior level leadership to share thoughts, raise questions, and speak out on issues on the meeting's agenda. This should go beyond the youth-specific items, such as the IFRC Youth Policy review.

In addition to the General Assembly in Turkey, the IFRC Youth Commission has taken a leadership role in ensuring youth participation in the MENA Regional Conference and Pan-African Regional Conference earlier this year. In addition, pre-Youth Forums have been organised to provide young leaders the space to share, exchange, and discuss on issues that are of key importance to them and which will allow cross-border learning to strengthen National Societies' daily operations. Key commitments and a clear call for action have been captured in the Abidjan Youth Declaration, the Abidjan Plan of Action and the Amman Declaration.

#### **Looking ahead**

By the end of 2017 the IFRC Youth Commission's work-plan will expire, thus we will re-engage in conversation with young people across the world about what they believe need to become the global youth priorities. It is clear, however, that much work remains to be done in establishing strong youth foundations and ensuring proper implementation of past global and regional governance decisions by the IFRC Secretariat and National Societies. Among others, this means that we will continue advocating for a.) the implementation of the revised IFRC Youth Policy and Youth Engagement Strategy, b.) sustained technical support across the IFRC operational structures, and c.) budget allocations for youth engagement initiatives to ensure



operational impact at the National Society level and meet the needs expressed by the Regional RCRC Youth Networks.

In addition, we will focus on finalising the projects outlined in the Work Plan 2016 – 2017 which are not yet complete due to the delayed availability of financial resources. Another key element will be the follow-up of the recent IFRC Governing Board decision to a.) “... *review existing indicators and to develop new appropriate youth engagement indicators of National Societies’ good health and include them in the assessment and evaluation tools, such as OCAC and other appropriate existing dashboards*” and b.) develop the working procedures of the Youth Commission. These two priority areas represent a unique opportunity to make youth engagement a more integral part of building stronger National Societies, which can cope with crises and contribute to building resilient communities. It is also an opportunity to clarify working relations between the Youth Commission and other stakeholders advancing youth engagement across the Federation.

### **The relationship to previous governance decision(s)**

The decision builds on the most recent governance decisions, including the ones from the 35<sup>th</sup> Governing board session of May 2017 and the 20<sup>th</sup> General Assembly 2015.

### **The relationship to existing policies**

The report links to the IFRC Youth Policy (2011) adopted by the IFRC General Assembly.

### **The relation to strategic objectives**

The decision links to the Strategy 2020 Enabling action 1 *‘To build strong Red Cross and Red Crescent National Societies’*.

### **Research, analysis and consultations carried out**

Global RCRC Youth Engagement Survey 2017

### **Any other relevant information to be referred in annexes**

1. Revised Youth Policy 2017 text
2. The WHS [Compact for Young People in Humanitarian Action](#)

### **Implementation and monitoring and how this will be reported to the General Assembly**

The Youth Commission will report on the progress made to the upcoming session of the General Assembly.



## YOUTH POLICY

The Purpose of this Policy is to set the standard in working with and for young people throughout the International Federation of Red Cross Red and Crescent National Societies (IFRC). It serves as a global point of reference to ensure consistency in decision-making and builds on and replaces the IFRC Youth Policy and Strategy (1991) and the IFRC Youth Policy (2011). National Societies are accountable to adhere to this Policy by adapting it to their context, aligning their existing policy with it or developing a new policy respectively. The IFRC Secretariat is accountable to adhere to this Policy in all its work. This Policy will be reviewed by the 25<sup>th</sup> session of the General Assembly in 2025.

### Introduction

Young people are key drivers in humanitarian action and development. Being meaningfully engaged as today's and tomorrow's leaders, volunteers, and members of affected communities, they foster community resilience. As contributors to the IFRC's vision to prevent and alleviate human suffering and promote and protect human dignity and peace, they enable the targets of the Agenda for Humanity and the Sustainable Development Goals to be achieved.

The population of young people has consistently risen over the last decade and they have become a growing constituency of communities affected by humanitarian crises. Their specific needs, rights, and potential are however often overlooked and even more so, they are missing at the decision-making tables where the communities they live in are being shaped.

The IFRC recognises meaningful youth engagement as a strategic vehicle for transforming institutional cultures that directly and positively impacts the Red Cross Red Crescent operational capacity to deliver on our humanitarian mission. Hence, adequate investments in meaningful youth engagement are inevitable for the transfer of experiences, leadership renewal, and progress overall.

### Definitions

For the IFRC, the terms "youth" and "young people" cover all people in the age range of 5 to 30 years. This includes children (5 to 11 years old), adolescents (12 to 17 years old), and young adults (18 to 30 years old). Youth are a heterogeneous group with diverse backgrounds, expertise, skillsets, and needs which requires appropriate human development approaches for meaningful engagement. National Societies are guided reasonably by the national legislation in adapting the IFRC global age definition.

The term "youth engagement" refers to youth-led action and youth development. It speaks to active and meaningful participation of youth and inclusion of their voice in the humanitarian work across governance, management, programmes, and service delivery. It also recognises three interconnecting and fluid pathways of engagement: youth as leaders, youth as volunteers, and youth as members of affected communities. As an approach, it goes beyond a symbolic inclusion and is practiced through equal partnership in both the inter-generational co-operation and peer contexts.

### Youth as Leaders

Young people, including members, volunteers, and staff, taking a lead as agents of change in different capacities and duration are considered young leaders. In their leadership, they are not limited by a title or position. Their specific abilities and unique qualities shape their leadership to inspire and influence positive change in the world around them.

To harness positive contributions of young people, National Societies must create empowering and stimulating environments that enable participation of youth in decision-making and follow-up action. Allowing young people to self-organise through youth-led structures fosters leadership development and enables youth to have own voice. In addition, nurturing intergenerational cooperation while ensuring



equitable participation in governance, management and service delivery on local, regional, and national levels benefits individual development and strengthens the National Societies' operational capacity and institutional growth. Investing in systematic and competency-centred learning for young leaders is key for transformational impact on the quality leadership in National Societies.

### **Youth as Volunteers**

Young people who invest their time to contribute to a greater good for their communities, not motivated in any manner by desire for gain, are considered young volunteers. They plan, design, deliver, review, and innovate the Red Cross Red Crescent programmes and services. Young volunteers enrich the delivery of these programmes and services by bringing their unique skillsets stemming from their education and life skills. The volunteer management approaches, especially recruitment, accompaniment, and retention, must be tailored to reach diverse groups of youth, including those from affected and marginalised communities.

Young volunteers are treated in accordance with the IFRC Volunteering Policy while recognising that they may have different and/or additional needs to those of adult volunteers. They are particularly vulnerable when volunteering in the field and the National Societies are accountable for their security, safety, protection, and physical and mental well-being. National Societies must provide young volunteers with access to youth-friendly information, training opportunities, and resources for their work.

### **Youth as Members of Affected Communities**

Children, adolescents, and young adults who participate in and benefit from Red Cross Red Crescent programmes and services are not passive recipients of aid. On the contrary, they are involved in the planning, design, delivery and review of programmes and services reaching them. Resilience strengthening is at the core of the National Societies' engagement with young members of affected communities so that they are better able to bounce back, contribute, and take a lead in addressing humanitarian issues. In the fast-paced world, vulnerabilities are becoming increasingly invisible, therefore the Red Cross Red Crescent programmes and services must also address the hidden vulnerabilities that children, adolescents, and young adults face, including mental health and well-being.

### **Measuring the Impact**

This Policy will contribute to expanding the local impact and global reach of the IFRC through ensuring that children, adolescents and young adults are prepared, empowered, enabled, and recognised as agents of change for themselves and their communities. Success of this Policy will be measured through capturing the quality change in institutional culture across the IFRC membership through tracking:

- Number of National Societies with their own Youth Policy
- Number of National Societies with a strategic plan on youth engagement
- Number of National Societies with young people in the Governing board and at all levels of decision-making
- Number of National Societies with youth-led structures
- Number of National Societies with full-time equivalent paid staff dedicated to providing technical support in youth engagement
- Number of National Societies with financial resources specifically earmarked for youth engagement
- Number of National Societies with frameworks for individual and professional development for young people
- Number of young people working in the National Societies as paid staff
- Number of National Societies with approaches to recruit, accompany, and retain young people from marginalised group as their volunteers
- Number of National Societies with guidelines on engagement of young people from affected communities
- Number of National Societies that actively participate and support the Regional RCRC Youth Networks



As for the IFRC Secretariat's accountability to adhere to the Policy, following will be tracked:

- Number of Areas of the Secretariat's work that have youth engagement included in their operational plans
- Percentage of Secretariat's Plan and Budget earmarked for advancing youth engagement per each IFRC Secretariat operational structure
- Number of Secretariat's initiatives with youth voice incorporated
- Number of full-time equivalent paid staff that is dedicated to youth engagement per each IFRC Secretariat operational structure
- Number of National Societies supported by the Secretariat in the process of development of their own Youth Policy

### **Sharing Roles and Responsibilities**

Ensuring the IFRC Youth Policy's impact is a shared responsibility.

*National Societies* are accountable to adhere to this Policy by adapting it to their contexts, aligning their existing policies with it, or developing a new policy respectively.

*The IFRC Secretariat* is accountable to adhere to the IFRC Youth Policy in all its work and provide technical support through its operational structures in the Policy adaptation by National Societies.

*The IFRC Youth Commission's* role is to promote and assess advancement of the IFRC Youth Policy, review and suggest revisions to the Governing Board or the General Assembly, and advise the IFRC Secretary General and the IFRC Secretariat operational structures on its advancement. Youth Commission shall include the progress on the Policy in its report for the IFRC General Assembly.

It is the role of the *Regional RCRC Youth Networks* to promote the IFRC Youth Policy and provide peer support in its adaptation among the National Societies.

*Young peoples'* roles are to proactively pursue the IFRC Youth Policy commitments in their National Society.



# WORLD HUMANITARIAN SUMMIT

## COMPACT FOR YOUNG PEOPLE IN HUMANITARIAN ACTION

*Call for UN Member States, UN System entities, Civil Society, Private Sector, Media, Local Authorities and youth-led Organizations to align strategies, approaches and programmatic responses with the principles outlined in the Agenda for humanity in view of reaching all young people and empowering young women, young men, girls and boys to be agents of positive transformation.*

We, the participants of the World Humanitarian Summit High-Level Special Session on **Transforming Humanitarian Action with and for Young People**, have gathered in Istanbul, Turkey, to ensure that the priorities, needs and rights of young women and young men, girls and boys affected by disaster, conflict, forced displacement and other humanitarian crises, are addressed, and that they are informed, consulted, and meaningfully engaged throughout all stages of humanitarian action.

We recognize the humanitarian responsibility to enable and protect the rights, address the specific needs and build on the strengths of all young people. Ensuring young people have the skills, capacity and resources to prevent, prepare for, respond to and recover from humanitarian situations, will help reduce the costs of and need for international humanitarian support, improve humanitarian effectiveness and strengthen resilience of communities.

Drawing on the relevant international and regional instruments, the Doha Youth Declaration on Reshaping the Humanitarian Agenda, the Global Refugee Youth Consultations, the UN Security Council resolution 2250 on youth, peace and security, and the outcomes of other processes led by, involving and/or targeting young people, we call for a long-term commitment from stakeholders to the following actions:

**Action 1:** Promote and increase age- and gender-responsive and inclusive programmes that contribute to the protection, health and development of young women, young men, girls and boys within humanitarian settings;

**Action 2:** Support systematic inclusion of engagement and partnership with youth, in all phases of humanitarian action through sharing of information and involvement in decision-making processes at all levels, including budget allocations

**Action 3:** Recognize and strengthen young people's capacities and capabilities to be effective humanitarian actors in prevention, preparedness, response and recovery, and empower and support local youth-led initiatives and organizations in humanitarian response, such as those targeting affected youth, including young refugees and internally displaced persons living in informal urban settlements and slums;

**Action 4:** Increase resources intended to address the needs and priorities of adolescents and youth affected by humanitarian crises, including disasters, conflict and displacement, and identify ways to more accurately track and report on the resources allocated to young people in humanitarian contexts;

**Action 5:** Ensure the generation and use of age- and sex- disaggregated data pertaining to adolescents and youth in humanitarian settings;

We the undersigned agree to collectively review at regular intervals and be accountable for the progress of the implementation of this compact. By agreeing to this compact, we are accountable for and commit to transforming humanitarian action *for and with* young people, guided by the Agenda for Humanity, to prevent and end conflict, safeguard human rights and rule of law, leave no one behind, and invest in young people for now and for the future.



## MEMBERS OF THE COMPACT:



International Federation of Red Cross and Red Crescent Societies



UN Major Group for Children and Youth  
the space for children and youth in the United Nations



UNITED COLORS OF BENETTON.



# ANNEX 6

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017**

**Item 7.2 of the agenda**

**Report by the Audit and Risk Commission**



**Draft decision:**

It is recommended that:

The General Assembly,

*takes note* of the report presented by the Audit and Risk Commission.



## **Summary of Audit and Risk Commission Activities**

The Audit and Risk Commission (ARC) has met four times since the last General Assembly. At each meeting, the ARC reviewed all internal audit reports issued since the previous meeting, ensuring that all audit recommendations are implemented on a timely basis.

The ARC also reviewed all investigation reports and the risk management process of the Federation Secretariat.

At each session of the Governing Board meeting, the Chair of the ARC presented a summary of the internal audit findings, the status of implementation of audit recommendations, and any major risks identified within Federation operations.

The ARC is pleased to inform the General Assembly that the Federation Secretariat received clean audit opinions for the financial years ended 2015 and 2016. The KPMG Management Letter recommendations are being addressed by Secretariat Senior Management, and the progress is being monitored by the ARC.

In consultation with the Finance Commission, the ARC appointed KPMG to continue as Federation Secretariat external auditors for the next two financial years 2018 and 2019. The rotation of KPMG partner and key audit staff provides assurance that the auditors maintain their independence while preserving the knowledge of the organization.

The risk management process of the International Federation of Red Cross and Red Crescent Societies (IFRC) has evolved and matured in the past two years. The ARC believes that this area should be given additional attention and resources in the future.

The ARC is also pleased that the Secretary General has allocated additional resources to the Office of Internal Audit and Investigations. The Governing Board continues to support the work of the ARC and provides adequate time on its agenda to discuss the work of the ARC.

## **What issues currently require the Assembly's attention**

The ARC is fully satisfied with what has been achieved so far by the Secretary General and his Senior Management Team in relation to fraud and corruption prevention. However, the level of financial loss due to fraud and corruption within the IFRC remains at a level that could have an adverse impact on donor confidence, and on the level of aid to the most vulnerable.

The risk of fraud and corruption in IFRC humanitarian operations is not only a Federation Secretariat issue, but rather a Federation-wide issue that needs to be addressed collectively by each and every National Society.

Fraud and corruption is a disease that must be eradicated through the collective efforts of all National Societies.

## **The relation to existing policies**

The Federation Secretariat developed its own Fraud and Corruption Prevention and Control Policy in 2012. However, in the ARC's view, the IFRC should develop an organization-wide policy to show its collective commitment to fight and eradicate this disease.

## **The relation to strategic objectives**

Strategy 2020 clearly stated, under Enabling action 3 (Function effectively as the IFRC) that:

*“We are committed to a culture of transparent accountability to our stakeholders. These are the people we serve, those who entrust us with resources for action, people who work within the IFRC, governments and the external partners who collaborate with us. They are entitled to see how we assess needs and vulnerabilities, set priorities and design specific interventions, monitor implementation, measure results and assess impact.”*

Therefore, developing a Federation-wide Fraud and Corruption Prevention Policy will directly contribute positively to this enabling action.

## **How does this decision solve the issue?**

This decision will demonstrate the commitment of the IFRC, and its 190 National Societies, to fight fraud and corruption in humanitarian operations. This policy will bring this issue to the top of every National Society agenda. The resources required to develop tools and new initiatives to fight fraud and corruption will be allocated for this purpose as a priority. The decision will also demonstrate to our donors and beneficiaries that fighting fraud is a priority and is being taken seriously by every National Society.

## **Implementation and monitoring and how this will be reported to the General Assembly**

If this decision is approved, the Office of Internal Audit and Investigations, in consultation with Secretariat Management, the Audit and Risk Commission, the Governing Board and National Societies, will develop the draft policy for approval by the General Assembly in 2019.

# ANNEX 7

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017**

**Item 7.3 of the agenda**

**Election Committee Report**



It is recommended that:

The General Assembly,

*welcomes* the report of the Election Committee.

*welcomes and notes* the new 2016 Electoral Standards.

*appoints* as a member of the Youth Commission the candidate presented by the Election Committee to fill a vacancy in the Americas region for a term of office lasting until the General Assembly 2019.

**Executive summary**

This report provides an update on the work of the Election Committee since the last General Assembly of December 2015. The report:

- provides an overview on the electoral reforms with the adoption of the 2016 Electoral Standards and an update on the electronic voting;
- outlines the process for the filling of vacancies in the Governing Board and in the Youth Commission; and
- outlines the process for the election of the President, Vice-Presidents and member National Societies of the Governing Board at the General Assembly 2017.

## Election Committee Update

### Electoral Reforms

#### *2016 Electoral Standards*

Since the last General Assembly meeting, the Election Committee developed and finalised new Electoral Standards as set out in Annex 2 (the "2016 Electoral Standards"). The Governing Board approved the 2016 Electoral Standards at its 34<sup>th</sup> meeting in November 2016. The 2016 Electoral Standards, which include the criteria for elected and appointed offices, govern the 2017 election of the Governing Board.

The 2016 Electoral Standards take into account the amendments brought to the Constitution in December 2015 and lessons learned over the past 9 years. They reflect the following modifications:

- 1) **Clarification of the scope of the Electoral Standards.** They have been clarified to cover (a) the election campaign which begins when the call for nominations is issued, and (b) any activity undertaken before the start of the campaign, with a view to securing an election or appointment.
- 2) **Clarification regarding principles of conduct.** They have been clarified with regard to the concept of actively promoting a candidate by third parties.
- 3) **Revision of provisions dealing with eligibility requirements.** The criteria with regard to the eligibility requirements of nominations are reviewed for (a) all National Societies for all positions, and (b) all individuals concerning *ad personam* appointments.
- 4) **Revision of provisions dealing with the submission and review of nominations.** The criteria with regard to the submissions of nominations and the process to review nominations have been reviewed.
- 5) **Revision of processes around the consideration of allegations of breaches.** Time limits for which a claim may be brought to the Election Committee have been introduced, such that (a) potential allegations must be brought not later than 30 days upon knowledge by the claimant of such alleged act or evidence, (b) no claim may be brought more than 15 days after the close of the vote to which such claim concerns, and (c) sanctions can be recommended by the Election Committee to the Governing Board.

#### *Electronic Voting*

As requested by the Governing Board and recommended by the first Constitutional Review Working Group in 2015, which led to the amendment to Rule 19.2 of the Rule of Procedures providing for the use of an electronic voting mechanism, the Election Committee identified an electronic voting system that would allow for voting to take place from the Assembly hall.

Following an extensive market study of possible electronic systems and a full-fledged tender in 2015, the Election Committee selected a service provider with extensive expertise in digital security and certifications. The electronic voting solution of the selected service provider proved to be highly secure and reliable, as well as easy to use. It was used successfully for the election of the Standing Commission at the International Conference 2015.

In view of the 2017 election, the Election Committee worked closely with the selected service provider, to review the various voting scenarios and ensure optimal preparation for and running of the e-voting at this General Assembly (2017).

### **Vacancies in the Governing Board and the Youth Commission**

#### ***Vice-President for Asia***

The Election Committee facilitated the filling of the vacancy in the office for Vice-President for Asia for a term of office until this General Assembly (2017), as a result of the resignation of the Vice-President for Asia. After consultation with the Election Committee and confirmation that the candidate met all criteria, the Red Cross Society of China appointed another Vice-President in accordance with Rule 31.2 of the Rules of Procedure until the end of the scheduled term of office.

#### ***Member of the Youth Commission for the Americas region***

Since the last General Assembly, the Election Committee has supported the filling of a vacancy in the Youth Commission for the Americas region, for a term of office lasting until the General Assembly 2019. The Election Committee, in coordination with the Chair of the Youth Commission, sent a call for nominations to all National Societies, seeking candidates from the Americas region. The Election Committee reviewed all the nominations and consulted with the Chair of the Youth Commission. A candidate was proposed to the Governing Board in September 2017 for approval so that the candidate, as set out in Annex 1, could be presented for his appointment by the General Assembly as per Rule 39.5 of the Rules of Procedure.

Each of the nominations submitted was reviewed in light of the specific criteria applicable to the appointment (Rule 39.4 of the Rules of Procedure). In addition to considering the experience and background of the candidates, the Election Committee sought to ensure gender balance and took into account geographic distribution in the region to the extent possible.

#### ***Election of the President, Vice-Presidents and member National Societies of the Governing Board at the General Assembly 2017***

This year the General Assembly is tasked with the election of the President, Vice-Presidents and member National Societies of the Governing Board as per Article 34 of the Constitution.

To this end, the Election Committee sent the call for nominations to the above positions to all National Societies in January 2017, with a deadline of 6 September 2017. The Election Committee sent a second communication in March 2017, recalling the application of the Electoral Standards to the election campaign, and a further reminder for nominations in June 2017. Given the slow pace at which nominations were received, the Election Committee sent another reminder in the first half of the month of August 2017. During this period, the Election Committee met regularly to consider preparations for the elections, review nominations and discuss other electoral related matters.

In July 2017, the Secretary General of the International Federation of Red Cross and Red Crescent Societies (IFRC) reminded 33 National Societies of their obligation to provide annual reports and audited financial statements to the IFRC as per Article 8 of the Constitution. These National Societies were informed that failing the receipt of their annual reports or audited financial statements for three consecutive years (2013, 2014 and 2015) or a justification for not providing them at the latest on 31 July 2017, the Governing Board would be asked to decide on an appropriate temporary restriction of their membership rights, in line with Article 23(1)(n) of the Constitution. Such failure could result in ineligibility to run for any governance position or nominate an individual for the 2017 election in accordance with Article 11 of the Constitution and Rule 37 of the Rules of Procedure. In light of this, the Governing Board at its 36<sup>th</sup> session (6-8 September 2017) decided that 10 National Societies be declared ineligible.

Following exchanges with a National Society, it came to the attention of the Election Committee that the Electoral Standards went further than what is permitted under the Constitution in relation to the eligibility requirement around arrears. Consequently, on 21 August 2017, following the recommendation of the President of the Governing Board, the Election Committee issued an interpretative note in relation to Article 3(c)(i) of Chapter I (Eligibility Requirements, Criteria for Elected and Appointed Offices) of the Electoral Standards, in so far as it relates to a Member of the International Federation of Red Cross and Red Crescent Societies ('International Federation') not being 'in arrears' ('the eligibility requirement'). All National Societies were informed that the phrase 'not be in arrears' under the eligibility requirement should be interpreted as meaning 'not being in financial default' to ensure alignment with the Constitution, specifically Articles 11 and 36.

The Election Committee received sufficient nominations for each position in each geographical area. All nominations were reviewed by the Election Committee against the relevant criteria for eligibility purposes. The Election Committee would like to express its appreciation to the National Societies who put forward candidates: the quality of these latter were excellent. The Election Committee hopes that National Societies and/or the IFRC more broadly, find alternative ways to capitalize on the expertise of those that are not elected.

During the electoral campaign, the Election Committee received allegations of violation of the Electoral Standards by National Societies and a regional coordination mechanism, more precisely regarding articles 3b) and 4a) and c) of Chapter II on the Principles of Conduct of the Electoral Standards (promotion of candidatures and free and secret ballot). The Election Committee handled the allegations in accordance with article 8-11 of the Electoral Standards.

In view of the election, the Election Committee worked closely with the selected service provider of the electronic voting solution, to review the various voting scenarios and ensure optimal preparation for and running of the e-voting at this General Assembly.

Finally, the Election Committee would like to thank the Governing Board for supporting its work and looks forward to further discussion on electoral-related matters.

## **Annex 1**

### **Candidate proposed for the filling of a vacancy in the Youth Commission for the Americas region:**

Elisée Pierre, Haïti





International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

# ELECTORAL STANDARDS

**November 2016**

Adopted by the Governing Board November 2016 (Decision 16/02/06)

## CHAPTER I – GENERAL PROVISIONS

### Article 1. Scope of application

These electoral standards govern the electoral process<sup>1</sup> to elect the President, Vice-Presidents and member National Societies of the Governing Board of the International Federation of Red Cross and Red Crescent Societies (the “Federation” hereafter). They also govern nominations of candidates to appointments within the governance structure of the Federation by National Societies. They apply to candidates, National Societies (as candidates and voters), all those involved in preparing the elections and all those participating in or associated with the electoral and appointment process in any way.

### Article 2. Purpose

The purpose of these electoral standards is to establish rules governing electoral and appointment activities and campaigns in order to ensure transparency and equality of chances among candidates.

## CHAPTER II – PRINCIPLES OF CONDUCT

### Article 3. The Movement’s Fundamental Principles, values and ideals

All candidates, voters and participants involved in the electoral campaign and electoral process enjoy the same rights. Each has a duty to adhere at all times to the Fundamental Principles and to respect the ideals and values of the Movement, including the following:

- a) Questions of electoral politics shall never jeopardize humanitarian considerations (Humanity).
- b) The promotion of candidatures shall be carried out with dignity and moderation and with full respect for the other candidates and the electoral process (Humanity).
- c) Debate shall focus on the programmes of the candidates and humanitarian issues and avoid controversial political, racial, religious or ideological questions (Neutrality).

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<sup>1</sup> "Election process" includes the election campaign which begins when the call for nominations is issued. Outside of such electoral period, these rules shall also apply to any activity undertaken before the start of the campaign, with a view to securing an election or appointment.

- d) Elections shall be regarded as an internal matter within the Federation and member National Societies; any act committed by a third party, be they private sector or governments in support of a candidate, is unacceptable. (Independence).
- e) All the persons and National Societies referred to in Article 1 hereof have the right to promote a candidature, provided that the provisions of the electoral standards established by the Election Committee are observed (Universality).
- f) All National Societies have the same rights and duties (Universality).

#### **Article 4. Free and secret ballot**

- a) Candidates, National Societies and persons involved in preparing the elections and/or participating in, or associated with, the electoral process in any way shall not engage in conduct contrary to the Fundamental Principles and the statutory rules and regulations of the Federation. All are reminded that voting remains a confidential and independent decision-making process.
- b) The relations of cooperation and solidarity among National Societies and between Governments/other third party donors and National Societies, in particular at times of emergency, are allowed, except:
  - i) Any act by Government members or third parties done with the direct intention of securing the vote for a candidate.
  - ii) Any act that could be regarded as seeking to secure electoral support in exchange for favours, including any form of favouritism, clientelism, corruption, vote buying, such as offering gifts (except token gifts), making donations or contributions, providing advantages, favours or remuneration in any form, including paid travel expenses, or any other action seeking to improperly influence the election outcome.
  - iii) Promises and/or commitments to perform any act in exchange for electoral support, regardless of when it is to be performed, which would directly or indirectly unduly benefit a candidate, member, group of members or region.
- c) Candidates, National Societies and persons involved in preparing the elections and/or participating in, or associated with, the electoral process in any way shall not:
  - i) directly or indirectly disrupt or impede the campaign activities of other candidates.
  - ii) Make any oral or written statements or any other representation of any kind concerning other candidates or National Societies that could be deemed slanderous or libellous.
  - iii) Request, or benefit from, support and/or services from an officer of the Federation or any of its delegations or regional offices in connection with a candidature, beyond the support or services as usually provided by the Secretariat and/or the Election Committee.

## **Article 5. Travel and meetings**

- a) Travel by candidates to promote their candidature should be limited in order to avoid excessive expenditure on such travel and meetings which could lead to inequality among candidates.
- b) The candidates are encouraged to promote their candidature during the holding of meetings in relation to the normal activities of National Societies.
- c) National Societies and candidates must ensure, when organizing meetings or providing resources to other National Societies, that such acts are not perceived as seeking to improperly influence the outcome of the elections. In particular, they shall disclose to the Election Committee, and explain the context and purpose of such acts, if the Election Committee or the Governing Board requests.
- d) Candidates who are already member of one of the Federation's statutory bodies shall not take advantage of their functions to promote their candidacy or another candidate.

## **Article 6. Relations with third parties**

- a) Candidates shall not:
  - i) Accept a binding mandate from anyone (an individual or a public or private legal entity, including a National Society) in terms of their future elected or appointed position.
  - ii) Enter into any form of commitment that could affect their freedom of decision or action in the future if elected or appointed.
  - iii) Receive any campaign support or any direct or indirect financial or material aid or contributions in kind from any external actor not belonging to the Movement. Candidates are bound to refuse any such offer of aid and report it to the Election Committee.
- b) Where a candidate believes that a third party may be participating in or associated with the electoral process in any way, that candidate should bring these Electoral Standards to the attention of such third party.
- c) A candidate will not be held liable for the acts of a third party, unless such candidate was aware of such acts and did not take reasonable steps to stop such action.

## **Article 7. Relations with the traditional and social media**

- a) Although candidates are permitted to make statements and give interviews, they should refrain from paying journalists or other media representatives to disseminate these statements.
- b) No use may be made of the services of the media to discredit a candidature.

## **CHAPTER III – ALLEGATIONS OF BREACHES AND CHALLENGES**

### **Article 8. Submission of Claims**

All potential allegations shall be brought to the direct attention of the Chair of the Election Committee as soon as possible and not later than 30 days upon knowledge by the claimant of such alleged act or evidence. No claim may be brought more than 15 days after the close of the vote to which such claim concerns.

### **Article 9. Preliminary Review of Claims**

- a) The Chair shall immediately inform the Election Committee of any allegations received.
- b) The Election Committee will conduct a preliminary analysis which may include preliminary fact finding to assess the claim's "face value".
- c) An assessment of "Face value" requires two components:
  - i) the claim if confirmed would in fact constitute a breach of these standards, and
  - ii) the evidence or alleged acts are specific enough to make an investigation feasible.
- d) Claims which are determined to raise no concerns or which are unsubstantiated will be deemed closed by the Election Committee. Both the complainant and the accused shall be informed of this result.

### **Article 10. Investigation**

- a) Investigations will be launched by the Election Committee for substantiated claims. The concerned party shall be informed as soon as possible as per due process in light of investigatory requirements.
- b) The investigative report will be shared with the party under investigation, allowing for reply from that party within fifteen days.

### **Article 11. Recommendations/Sanctions**

- a) A final determination as to the claims and recommendations in terms of consequences will be made by the Election Committee and presented to the Governing Board.
- b) The final decisions on the matter rests with the Governing Board.

### **Article 12. Post-Election Claims**

Any claims brought post an election which concern any candidate, elected or otherwise, shall be handled by the Election Committee who will make recommendations to the Governing Board pursuant to the procedures in Articles 8 to 11.

## **CHAPTER IV –IMPLEMENTATION**

### **Article 13. Duty of the Election Committee**

At any step of the procedure, the Election Committee may issue recommendations to the candidates and/or National Societies in order to remind them of their obligations under the electoral standards or in order to clarify any aspects of these standards.

### **Article 14. Duties of candidates and National Societies**

- a) Candidates will be asked to acknowledge on each nomination form submitted that they have read and understood these rules.
- b) Candidates and National Societies have a duty to respect and promote respect for these electoral standards.
- c) Candidates and National Societies must notify the Election Committee of any acts that could constitute an infringement of these electoral standards. In accordance with Article 8, all potential allegations shall be brought to the direct attention of the Chair of the Election Committee as soon as possible and not later than thirty (30) days upon knowledge by the claimant of such alleged act or evidence. No claim may be brought more than 15 days after the close of the vote to which such claim concerns.
- d) Candidates and National Societies must provide their full cooperation to the Election Committee, in particular with regard to any requests for information, enquiries or investigations relating to alleged breaches of these electoral standards.

## **CRITERIA FOR ELECTED AND APPOINTED OFFICES**

### **CHAPTER I: ELIGIBILITY REQUIREMENTS**

#### **Article 1. Eligibility Requirements for all National Societies for all positions**

National Societies wishing to propose themselves or an “ad personam” candidate for any Governance position must not at the time of declaration of candidacy:

- a) Be declared in default;
- b) Have failed to provide the Federation without justified reason with either annual reports or audited financial statements for the previous consecutive three years; or
- c) Been declared ineligible to run for office or to propose candidates for office by the Governing Board either:
  - i) By virtue of a Governing Board sanction under Article 23(1) (o) of the Constitution; or
  - ii) Due to a temporary suspension to run for office triggered by a Compliance and Mediation Committee (CMC) investigation and recommendation of such suspension.

## **Article 2. Eligibility Requirements for all Individuals concerning “ad personam” Appointments**

All nominations of candidates acting in their personal capacity for an appointed or elected governance position must be accompanied by an attestation from both the Federation and the nominating National Society stating the following:

- a) "The candidate has not been sanctioned by the Federation or the nominating National Society in the past for:
  - i) Violating either institutions’ applicable Code of Conduct,
  - ii) Fraudulent or corrupt conduct, or for failing to declare a conflict of interest, or
  - iii) Violating laws or policies relating to sexual exploitation, abuse, discrimination or harassment.
- b) To the best of the knowledge of the nominating National Society and the Federation the election or appointment of the respective candidate would not otherwise risk the reputation or standing of the Red Cross or Red Crescent network."

## **Article 3. Specific Eligibility Requirements Per Position**

In addition to the general criteria as set out above, specific eligibility requirements apply for candidates for the following positions:

### **a) President:**

- i) Candidates standing for President shall be expected to:
  - Have a sound knowledge and deep understanding of the International Red Cross and Red Crescent Movement.
  - Be of high ethical and moral standing in keeping with the Movement's Fundamental Principles and integrity policies to ensure that they do not jeopardize the reputation and good name of the Red Cross and Red Crescent network, if elected.
- ii) Candidates standing for President shall also:
  - Have experience in a similar senior office.
  - Have a sufficient command of at least one of the working languages<sup>2</sup> of the Federation.
  - Have not served two four-year terms as President.

### **b) Vice-Presidents**

- i) National Societies presenting nominations to the office of Vice-President shall be expected to ensure that the candidates nominated:

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<sup>2</sup> The working languages are Arabic, Spanish, French and English (Rules 15 and 32.6 of the Rules of Procedure of the Federation).

- Have a sound knowledge and deep understanding of the work of the International Red Cross and Red Crescent Movement in their respective regions.
  - Are of high ethical and moral standing in keeping with the Movement's Fundamental Principles and integrity policies to ensure that they do not jeopardize the reputation and good name of the Red Cross and Red Crescent network, if elected.
- ii) National Societies presenting nominations to the office of Vice-President shall also ensure that the candidates they put forward:
- Have experience in a similar senior office.
  - Have a sufficient command of at least one of the working languages of the Federation.
  - Have not served two consecutive four-year terms as a member of the Governing Board or as Vice-President or a combination of the two.

**c) Member National Societies of the Governing Board**

- i) The National Societies shall:
- Be a member of the Federation, have a sound financial situation, not have been suspended and not be in arrears.
  - Not have served two consecutive four-year terms as a member of the Governing Board or as a National Society elected to appoint a Vice-President or a combination of the two.

**Article 4. Criteria for Commission/Committee Membership**

As set out in the Constitution, Rules of Procedure, and the working procedures of the Commissions/Committees themselves the following criteria apply for membership in the Commission/Committees as filled by the Election Committee.

**a) Finance Commission**

Candidates for membership of the Finance Commission must:

- i) be able to demonstrate at least ten years of relevant senior professional experience in the management of finance,
- ii) have a record of service with a National Society, and
- iii) have the ability to work effectively in one of the four working languages of the International Federation.

## **b) Audit and Risk Commission**

Candidates for membership of the Audit and Risk Commission must:

- i) be financially literate, and
- ii) be able to demonstrate at least ten years of relevant senior professional experience.

Furthermore,

- i) the members must be collectively knowledgeable in at least three of the following areas of expertise: financial reporting, Movement issues, internal control environments, internal and external auditing, information management, reputational risk management and financial risk management,
- ii) at least one member of the Commission shall have accounting or related financial management expertise and be consistently knowledgeable of events affecting the changes in financial reporting process,
- iii) at least one member of the Commission shall be independent of the Movement;
- iv) all members must have demonstrated sound judgement, objectivity, and a high level of ethics as well as the time needed to fulfil their responsibilities to the Commission, and
- iv) prior experience serving on an audit and risk committee is preferred.

## **c) Youth Commission**

Candidates for membership of the Youth Commission must

- i) be over eighteen, and must not have reached the age of thirty-one upon appointment,
- ii) have experience of governance and/or of the development of youth in their National Society, and
- iii) be able to work effectively in one of the four working languages of the International Federation.

## **d) Compliance and Mediation Committee**

Candidates for membership of the Compliance and Mediation Committee must have:

- i) An in-depth understanding of mediation systems at the national and international levels, including experience in a similar position and extensive experience in a senior or leadership position in the Movement and preferably from a National Society complying with its statutory duties,
- ii) An irreproachable behaviour,
- iii) Be able to resist outside pressure and lobbying,
- iv) Diplomatic skills,
- v) Fluency in one of the Federation working languages and ideally a good command of English, and
- vi) Good knowledge of the Constitution of the Federation and the Statutes of the Movement



**e) Election Committee:**

Candidates for membership in the Election Committee must:

- i) have a record of extensive experience in senior or leadership positions preferably in the International Red Cross and Red Crescent Movement and in particular in National Societies, and
- ii) be able to work effectively in one of the four working languages of the Federation.

<b>CHAPTER 2: SUBMISSION AND REVIEW OF NOMINATIONS:</b>
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**Article 5. Documentation for Elected Positions**

The following documents shall be submitted with each nomination, corresponding to the office concerned:

**a) President/Vice-President:**

- Candidate Statement/Statement of interest signed by the candidate
- Curriculum vitae of the candidate
- Official statement from the respective National Society either (i) in support of the candidature (President) or (ii) proposing the candidate (Vice-President) and (iii) confirming the attestations required above in article 2 “Eligibility Requirements for all Individuals concerning “ad personam” Appointments”.

**b) Members of the Governing Board:**

- NS candidate statement
- Statement of motivation

[Pursuant to Rule 27.4 of the Rules of Procedure, nominations for more than one position may be submitted simultaneously, on the understanding that once an individual has been elected to any one position, all other nominations shall be withdrawn. However, candidates cannot be nominated for both President and Vice-President as they will be elected in a single round of voting in accordance with Rule 19.6. of the Rules of Procedure.]

**Article 6. Documentation for Appointed Positions**

Completed Nomination Forms as provided by the Election Committee or the Governing Board (as concerns the Election Committee nomination) with the required annexes shall be submitted with each nomination for Commissions/Committees.

**Article 7. Timing and Process**

- a) Pursuant to Rule 27.1 of the Rules of Procedure, nominations shall be submitted sixty (60) days before the opening meeting of the session of the General Assembly at which the elections are to take place.

- b) In respect of all elected positions (President, Vice President, and Governing Board member), the Finance Commission, the Audit and Risk Commission, the Youth Commission and the Compliance and Mediation Committee<sup>3</sup>:
- i) The Election Committee shall review the nominations within thirty (30) days of submission and approve them, if they meet the criteria set out above.
  - ii) The Election Committee shall consult with the Chair of the Compliance and Mediation Committee as necessary to attest the above set out criteria.
  - iii) The Election Committee shall notify the candidate should the nominations not meet the relevant requirements. The candidate will have the opportunity to rectify and resubmit the nomination within fifteen (15) days of the notification from the Election Committee.
  - iv) When the nominations have been made official within the prescribed time limit, they shall be considered closed and may not be reopened, although candidates wishing to remove themselves from the process may do so.
  - v) The nominations for elected positions (President, Vice President, and Governing Board member) shall be posted on the Federation intranet on a rolling basis as they are received and verified, in the Federation's four working languages.

#### **Article 8. Decisions**

The decisions of the Election Committee shall be adopted by an absolute majority. The President shall only cast his/her vote in the event of a tie.

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<sup>3</sup> The election committee nominations are managed directly by the Governing Board, in accordance to the procedures adopted by this body.

# ANNEX 8

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21st Session of the General Assembly,  
Antalya, Turkey, 6–8 November 2017**

**Item 7.4 of the agenda**

**Report by the Compliance and Mediation Committee**

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**Draft decision**

It is recommended that:

The General Assembly,

*takes note* of the report presented by the Compliance and Mediation Committee.

**Executive summary**

This paper provides an overview of the work undertaken by the Compliance and Mediation Committee (CMC) since the General Assembly's last meeting in December 2015 (in line with Article 32.6 of the IFRC Constitution) as well as some reflections on the way the CMC's work is evolving.

The report includes an update on the allegations of breaches of integrity handled by the CMC and lessons learnt.

## **The relation to existing policies**

The CMC's work is guided by the "policy on the protection of integrity of National Societies and bodies of the International Federation" which was adopted by the General Assembly in 2005 and revised by the CMC in light of the 2007 changes to the IFRC Constitution, with the amended version being adopted by the General Assembly in 2009, in addition to Article 32 of the IFRC Constitution, Rules 3 and 4 of the Rules of Procedure and the Committee working procedures.

## **About the Compliance and Mediation Committee**

The CMC is a constitutional body, established to assist the bodies of the IFRC in taking appropriate steps to resolve any potential breaches of integrity on the part of a National Society or anybody from the IFRC and to help settle any disagreements submitted to it (Article 32 of the IFRC Constitution).

The CMC is composed of 13 members appointed *ad personam*, three from each of the four statutory regions of the IFRC and one who serves as chair. The CMC's current composition is:

Chair:	Dr Muctarr Jalloh, Sierra Leone Red Cross Society
Vice-Chairs:	Mr Axel Chan, Singapore Red Cross Society Mr Volkmar Schön, German Red Cross
Members:	Ms Vindra Amar, Trinidad and Tobago Red Cross Society Mr Jose Juan Castro, Honduran Red Cross Ms Sabina Mahbubi-Iran, Red Crescent Society of Azerbaijan Mr Jean Kabahizi, Burundi Red Cross Mr Peter Katjavivi, Namibia Red Cross Mr Wolfgang Kopetzky, Austrian Red Cross Mrs Leili Khalegi, Red Crescent Society of the Islamic Republic of Iran Mr Oforbuike Nwobodo, Nigerian Red Cross Society Mr Joe Pereles, American Red Cross Mr Rodolfo Reyes, Philippine Red Cross

The revision of the Constitution in 2015 meant two significant changes in the way the CMC works (Art. 32.3): 1) the CMC is given a right of initiative to look at allegations of breaches of integrity under certain conditions (further elaborated later in this report); and 2) in addition to the General Assembly, the Governing Board, the President, the Secretary General and National Societies, allegations of breaches of integrity can also be brought to the attention of the CMC by the IFRC Commissions and Committees (Election Committee, Audit and Risk Commission, Finance Commission, Youth Commission).

The key documents guiding the work of the CMC are:<sup>1</sup>

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<sup>1</sup> Information on the CMC and all relevant documents related to its work are available on Fednet at: <https://fednet.ifrc.org/en/ourifrc/ifrc-leadership/governance/commission-committees/compliance-and-mediation-committee/>.

The official representative of a National Society can contact the CMC using the CMC email address designated for this purpose: [Secretariat.CMC@ifrc.org](mailto:Secretariat.CMC@ifrc.org).

- The “Policy on the protection of integrity of National Societies and bodies of the International Federation” adopted in 2005 and reviewed in 2009.
- The “CMC working procedures” which were adopted in 2008 and reviewed in 2015.
- The “Criteria for submitting an integrity case to the CMC”, which provides guidance to National Societies, the General Assembly, the Governing Board, the President and the Secretary General as to when allegations should be submitted to the Committee.
- The CMC right of initiative (*Annex 1*). The situations in which the CMC can use this right were defined by the CMC and approved by the Governing Board in September 2017.

### **CMC activities**

Since the last General Assembly meeting in December 2015, the CMC has met twice, once in April 2016 and again in May 2017, and a telephone conference was organized in October 2016. Regular updates were also provided by the chair, as necessary.

The CMC carries out two main types of activity: raising awareness on integrity and handling allegations of breaches of integrity and lessons learned. The CMC report will outline the activities carried out in these two areas.

#### **1. CMC work on raising awareness on integrity**

In a fast-changing, fragmented and unpredictable environment, National Societies must adapt to the complexities of today’s world to continue to deliver their humanitarian mission in an effective and efficient manner. Accountability, transparency and good governance are instrumental in enabling our National Societies to continue to carry out their humanitarian work successfully. The CMC was established in 2007 as a tool to strengthen these principles within the Federation. In order to achieve this, the CMC has focused mainly on reinforcing its role of raising awareness on integrity and has undertaken several initiatives in this regard:

- “National Societies complying with their Statutory duties”. Already introduced by the CMC to the General Assembly in 2015, this concept aims to develop a culture of accountability and transparency within the IFRC. A National Society is considered to be “complying with its Statutory duties” when the following eight criteria are fulfilled: the National Society has contributed to the Federation Database Reporting System; the National Society has provided financial statements; the National Society has conducted an external audit; the National Society has reviewed its Statutes in the last ten years or is in the process of revising them; the National Society has paid its statutory contribution; the National Society is not considered to be in default by the Governing Board; and the National Society has NOT been referred to the CMC because of an alleged breach of integrity and a formal panel has NOT been put in place.

The “CMC Dashboard”, which is updated on a regular basis, reflects the compliance of the National Societies with these eight criteria. The objective of the Dashboard is to monitor the organizational health of the IFRC and its members to get a clear idea where the Secretariat should focus its support. The Dashboard is presented to the Governing Board and the IFRC Commissions and Committees, when requested.

The CMC Dashboard was distributed during the Governing Board session of October 2016. Vice-Presidents were also requested to follow up with National Societies in their respective regions. It is important to note that regular updates are provided at the meeting of the Commissions and Committees, which is a meeting established by the IFRC President before every Governing Board meeting to ensure that the activities of the IFRC Commissions and Committees are well coordinated.

In November 2016, the CMC sent individual letters to all National Societies informing them about their situation and what remains to be done to ensure full compliance with the CMC Dashboard criteria. The CMC was very pleased to note that National Societies followed up on its request and more than one third of them either took action or replied to the CMC providing clarifications.

- In addition to this, a joint letter signed by the chairs of the Audit and Risk Commission, Finance Commission and Compliance and Mediation Committee was sent in August 2016 to the IFRC Vice-Presidents asking them to ensure that integrity and transparency are part of the agenda of the Constitutional Regional Conferences, as Vice-Presidents are chairs of their respective planning committees.

This request was met at the Pan-African Conference in April 2017, where Dr Jalloh, the CMC chair, was keynote speaker during one of the plenary sessions and presented the concept of integrity and the work of the CMC to prevent breaches of integrity. The CMC strongly encourages the other three regions to ensure that integrity is part of the agenda of their Regional Conference: Europe Conference (2018), Asia Pacific Conference (2018) and America Conference (2019).

- “The right of initiative” given to the CMC in the revised Constitution in 2015 strengthens its role of protecting the integrity of National Societies. During the reporting period, the CMC elaborated this concept, which was discussed and approved by the Governing Board in September 2017. The CMC can use its right of initiative (see *Annex 1*) when one of the three following situations exists:
  - *Situation 1*: When the National Society and/or the Secretariat have tried to resolve the breach of integrity for a period of two years and no significant progress has been made.
  - *Situation 2*: When a National Society does not fulfil, simultaneously, the following three elements of the CMC Dashboard: the National Society has not reviewed its Statutes within the last ten years; the National Society has not provided an annual report; the National Society is declared technically in default.
  - *Situation 3*: When the National Society has been subjected to repeated criticism from one or multiple sources relating to violations(s) of the elements of the IFRC integrity policy and the National Society has not appeared to act upon it, putting the reputation of the National Society and therefore the IFRC at risk.

To date, the CMC has not used its right of initiative.

- The CMC was also part of two IFRC processes related to integrity: the document “Standard Operating Procedures for the handling of integrity” which outlines the roles and responsibilities within the Secretariat before a case is submitted to the CMC by the Secretary General; and the revision of the document “Guidance for National Societies Statutes”. In both cases, the CMC approach was to try to ensure alignment between the Secretariat and the CMC to ensure a holistic approach to integrity.

## **2. CMC work on allegations of breaches of integrity**

The CMC is currently handling several allegations of breaches of integrity:

- Four allegations of breaches of integrity in the **Americas region**, one referred by the Governing Board in November 2012 and three referred by the leadership of the National Societies in April 2014, November 2016 and February 2017.
- One allegation of a breach of integrity in the **Europe region**, referred by the Governing Board in September 2013.
- Two allegations of breaches of integrity in the **Asia Pacific region**, one referred by the Governing Board in November 2014 and the other referred by the National Society in February 2017.
- One allegation of a breach of integrity in the **Africa region**, referred by the IFRC Secretary General in March 2016.

It is important to note that out of the eight (8) allegations of breaches of integrity handled by the CMC four (4) have been referred to the CMC by the National Society itself. This is a sign of the trust and confidence that National Societies have in the CMC.

Based on the ongoing work of the CMC on handling allegations of breaches of integrity, the CMC would like to flag the following issues:

- ✓ The CMC observes that, in most breaches of integrity submitted to it, the main issue is an internal conflict between two factions of the National Society, between governance and management or within governance or between headquarters and branches. As a result, the CMC has played a mediation role to complement its compliance role in order to assist the National Society in resolving its issues. Through the IFRC regional offices, the CMC has encouraged newly elected leaders to take governance training.
- ✓ Over the past couple of years, the CMC has dealt with cases which are sensitive, complex and unique. The resolution of these issues requires time and constant follow-up from the CMC panel. When resolving an integrity breach, the CMC works with the National Society on the formulation of a plan of action and follows up with the National Society on the implementation of the plan with missions, letter exchange or regular Secretariat updates.



When resolving allegations of breaches of integrity, the CMC can draw on the expertise of regional groupings. This was the case of a National Society in the Pacific, when the CMC was joined by the President network. A joint mission was undertaken to oversee the election process. The CMC will continue to work with the National Society on the agreed plan of action, in coordination with the President network. This is considered by the CMC to be a good example of a coordinated approach between the CMC formal process and the informal process of the regional groups. The CMC would like to encourage such actions in the other regions with similar regional groupings.

Over the past year, the CMC has, for the first time, had to recommend the Governing Board to take concrete action, due to the reluctance of the National Society leadership to implement the plan of action agreed upon. This resulted in the Governing Board initiating the process of applying sanctions to Hellenic Red Cross and Paraguay Red Cross. In both cases, the Board was requested to initiate the suspension process of the National Society as per rule 4.2 of the Rules of Procedures.

This was the culmination of a long process during which the IFRC, through the CMC, has strived to support the two National Societies to solve the issues of integrity affecting them for many years.

It was with great regret that the CMC had to take this decision, as its main objective is to assist National Societies in the resolution of their breaches of integrity. However, to strengthen accountability and transparency within the IFRC and to protect the IFRC's reputation, the CMC was obliged to reach this decision. The Governing Board followed the recommendations of the CMC on the basis that National Societies have an obligation "to agree to fully co-operate with the CMC as well as to take the necessary steps to ensure adherence to the standards of integrity required of them". The sanctions, if applied, should be viewed to assist the National Society to overcome its integrity cases and give the signal to the world that integrity is seriously addressed in the IFRC.

Having said that, the following observations should be made:

- ✓ Handling allegations of breaches of integrity is a collective and joint responsibility of all the IFRC bodies, mainly the Governing Board when it comes to applying sanctions. While the primary responsibility will continue to lie with the National Society, the CMC and the Governing Board have an obligation to oversee and apply pressure to ensure that National Societies are resolving their integrity breaches and not putting the reputation of the IFRC at risk.
- ✓ Handling allegations of breaches of integrity requires a Movement approach. The ICRC Vice-President is an observer to the CMC. The ICRC is also involved in the CMC's work either through permanent updates by the chair of the CMC panel to the ICRC Vice-President or by participating in CMC missions. When the CMC had to recommend the Governing Board to apply sanctions, the decision was supported by the ICRC. This gave more force to the decision of the Governing Board, as the ICRC decided to align its position with that of the Board.

This report cannot be complete without thanking all the CMC members for their contribution to moving the agenda of the CMC forward.

## **Annex 1: Right of initiative- Compliance and Mediation Committee Report**

### **Compliance and Mediation Committee** **The “Right to initiate a review” of a breach of integrity or any dispute**

The revised Constitution approved by the General Assembly in December 2015 grants the Compliance and Mediation Committee (CMC) a further power, which is the right of initiative. According to article 32.3, “[t]he Committee may initiate its own review based on the criteria adopted by the Governing Board and with notification to the President”.

The purpose of this paper is to present to the Board the criteria that the CMC will use to initiate a review and the procedure to be followed.

#### **Current CMC working documents**

The two working documents used on regular basis by the CMC are the following:

- ✓ The “Criteria to submit cases to the CMC” were formulated by the Committee to provide guidance to the Secretary General on when cases should be submitted to the CMC. They were endorsed by the Governing Board in April 2011. The Criteria were further reviewed in April 2015 to extend their scope, with a view to their being used to guide the National Societies, the President, the Vice-Presidents and the General Assembly.
- ✓ The “CMC Dashboard” is a tool approved by the Governing Board in October 2015 to raise awareness about the integrity portfolio and to increase accountability and transparency within the IFRC. The Dashboard is composed of eight elements deriving mainly from the duties of National Societies defined under article 8 of the Constitution. Some additional criteria were added, such as the requirement for National Societies to review their Statutes every ten years, as agreed by the Council of Delegates. However, the overall objective of this document is to ensure that National Societies comply with their Statutory Duties.

#### **Use of the “Right to initiate a review”**

Following the lines set by the working documents “Criteria to submit cases to the CMC” and the “CMC Dashboard”, the Committee will use its right to initiate a review if a National Society is in one of the following three situations:

**Situation 1:** When the National Society and/or the Secretariat have tried to resolve the breach of integrity for a period of two years and no significant progress has been made.

**Situation 2:** When the National Society fails to fulfil the following three elements of the CMC Dashboard simultaneously:

1. The National Society has not reviewed its Statutes within the past 10 years.
2. The National Society has not provided an annual report.
3. The National Society is declared in default.

When there is an indication that there are issues with the legal foundation, the performance and the finances of the National Society, the CMC considers that it is important to check whether there is an underlying integrity issue.

**Situation 3:** When the National Society has been subjected to repeated criticism from one or multiple sources relating to violations(s) of the elements of the IFRC integrity policy and the National Society has not appeared to act upon the same, putting the reputation of the National Society and therefore, the IFRC at risk.

**Procedures for using the “Right to initiate a review”**

- Once one of the three above-mentioned situations have been identified, the CMC will, through its Chair, ask the IFRC Secretary General to provide further information on the National Society, its activities and issues that might be at stake.
- Upon receipt of the information, the CMC Chair will review the information with two CMC members. The CMC could decide that the information is substantiated and merits an inquiry. It could also decide that based on the information received, the Secretariat should take action or that no action is required, but the issue should be closely monitored.
- In accordance with article 32 of the Constitution, the CMC will then notify the IFRC President of the matter and the reasons for taking such a decision.
- If the CMC decides to accept the case, then its working procedures for the handling of integrity cases apply.
- If the CMC decides that action should be taken by the Secretariat, the CMC will then monitor the case and request updates from the Secretariat on the progress made. Based on the reports, the CMC will either decide to close the case or accept it. The decision is taken by the Chair and the members who reviewed the case.
- If the CMC decides that no action is required, it will monitor the case by receiving regular reports from the Secretariat and then decide to either close the case or ask the Secretariat to take appropriate action.

# ANNEX 9

## **Volunteer Charter**

### **We the Volunteers of the Red Cross and Red Crescent**

**United in our mission to prevent and alleviate human suffering wherever it may be found,  
will uphold and abide by the Fundamental Principles of  
Humanity, Impartiality, Neutrality, Independence, Voluntary service, Unity and  
Universality.**

**We protect life and health and we ensure respect for human beings. We promote  
human dignity, mutual understanding, solidarity, cooperation  
and lasting peace.**

**We accomplish our mission in total independence,  
free from any political, ideological or economic interference that could divert us from  
helping people in need.**

**We endeavour to relieve the suffering of people, guided solely by their needs, giving  
priority to the most urgent cases of distress.**

**Never do we discriminate against  
nationality, gender, race, religious beliefs, class, political opinion or any other  
grounds.**

**We do not take sides in hostilities, nor do we engage in controversies of a political,  
racial, religious, ideological or similar nature.**

**We are not prompted by any desire to gain.**

**We know that our emblems should protect us from harm, nevertheless our lives are  
sometimes put at risk.**

**We call upon our National Society to ensure our participation, protection, respect,  
and to provide the means and support we need to accomplish our humanitarian  
commitment.**

**We are the Red Cross and the Red Crescent**

# ANNEX 10

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**21<sup>st</sup> Session of the General Assembly,  
Antalya, Turkey, 6-8 November 2017**

**Item 9 of the agenda**

**Proposal of the Governing Board relating to the Revision of the Constitution, Rules of Procedure and Financial Regulations of the International Federation of Red Cross and Red Crescent Societies**

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**Draft decision:**

It is recommended that the General Assembly:

*Notes* the Governing Board's proposal to the 21<sup>st</sup> session of the General Assembly entitled "Proposal of the Governing Board relating to the Constitution, Rules of Procedure and Financial Regulations of the International Federation of Red Cross and Red Crescent Societies" ("Proposal");

*Adopts* the amendments to the Constitution, Rules of Procedure and Financial Regulations of the International Federation of Red Cross and Red Crescent Societies ("Statutory Texts") as described in the Proposal and set out in detail in Annex II to the Proposal;

*Decides* that the amendments to the Statutory Texts set out in Annex II to the Proposal shall enter into force at the end of the 21<sup>st</sup> session of the General Assembly; and

*Thanks* the Chair and members of the Constitutional Review Advisory Group for their valued work.

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**Executive summary**

This report presents the Governing Board's proposals to the General Assembly in relation to the proposed amendments to the Constitution, Rules of Procedure and Financial Regulations of the International Federation of Red Cross and Red Crescent Societies ("Statutory Texts") for adoption by the General Assembly in 2017.

The detail of the draft proposed amendments were approved by the Governing Board in September 2017 further to recommendations submitted to it by the Constitutional Review Advisory Group and consultation with National Societies.

The detail of the draft proposed amendments to the Statutory Texts are annexed to this report (see Annex II).

### **What is the issue requiring the Assembly’s attention?**

This report presents the Governing Board’s recommendations submitted to the General Assembly for the proposed amendments to the Statutory Texts for adoption by the General Assembly in November 2017. The detail of the draft proposed amendments to the Statutory Texts are annexed to this paper (see Annex II).

### **The relationship with previous governance decisions and consultations carried out**

#### ***Formation of the Constitutional Review Advisory Group: 2015***

Further to the Constitutional Review in 2015, the General Assembly requested “*the President and Vice-Presidents to lead an inclusive process of continued reflection on the Federation’s statutory texts as guided by the 20<sup>th</sup> Session of the General Assembly*” and “*the Secretary General to establish a collaborative platform for National Societies to dynamically participate in future Constitutional reflections*” (Decision GA/15/22).

Further to this decision, the Constitutional Review Advisory Group (“Advisory Group”) was formed with the objectives of (1) reviewing the Statutory Texts, and (2) submitting recommendations to the Governing Board in time for them to be considered at the General Assembly in 2017.

The Advisory Group includes members from 10 National Societies with a balanced geographical and gender representation (see Annex I).

#### ***First National Society Consultation: December 2016***

Further to the Governing Board’s approval in November 2016, the Advisory Group consulted with National Societies in December 2016 on the following four subject areas:

- (1) Clarity of the IFRC’s Purpose;
- (2) Regionalization;
- (3) Compliance and Accountability; and
- (4) Stronger Youth Involvement in Governance.

The results of this first National Society consultation were considered by the Advisory Group in March 2017, and the draft proposals were considered by the Governing Board in May 2017.

#### ***Governing Board Decision: May 2017***

The Advisory Group submitted two sets of recommendations to the Governing Board in relation to the amendment of the Statutory Texts: (1) streamlining amendments; and (2)



substantive amendments. The Advisory Group's proposals, together with some additional proposals submitted by the Finance and Audit and Risk Commissions were considered by the Governing Board at its meeting in May 2017.

The majority of these proposals were approved by the Governing Board, for the purposes of circulation to National Societies in June 2017 and submission to the General Assembly, and are detailed in blue text in Annex II. The regionalisation proposals put forward by the Advisory Group, which principally comprised of the regionalisation of the elections of Vice Presidents, were not however approved by the Governing Board, and therefore no longer form part of the substantive proposals.

### ***Second National Society Consultation: June 2017***

Further to the Governing Board's decision in May 2017, the Advisory Group consulted with National Societies in June and July 2017 on the proposed amendments to the Statutory Texts.

The Advisory Group analysed every consultation response by way of proposed amendment and the results of this second National Society consultation were considered by the Advisory Group in their last meeting on the 23<sup>rd</sup> August 2017.

### ***Governing Board Decision: September 2017***

As a result of the second National Society consultation, the Advisory Group recommended to the Governing Board, at its meeting in September 2017, that certain revisions were made to some of the streamlining and substantive proposed amendments approved in May 2017 for the purposes of circulation to National Societies. Further, the Advisory Group put forward a new proposal in relation to the extension of the gender balance principle to the Governing Board further to submissions received during the second National Society consultation.

The majority of these proposed revisions were approved by the Governing Board in September 2017, for the purposes of circulation to all delegations of the General Assembly for discussion and approval at the 2017 General Assembly session, and are detailed in red text in Annex II.

In order to ensure stronger youth involvement in governance, the Governing Board decided that the vote in relation to the proposed Youth Commission elections should be exercised only by the youth delegate nominated by the National Society (and therefore not by the National Society's chief of delegation) and that no consultation by the youth delegate with the chief of delegation was necessary before exercising the vote. This is reflected in the proposals set out in Annex II.

## **Recommendations**

The proposed amendments to the Statutory Texts for adoption by the General Assembly in 2017 are grouped into two principal areas:

- (1) **Streamlining Amendments to the Statutory Texts.** The principal objective of such work is to make the statutory texts more user-friendly through the clarification of language, the consolidation of provisions between documents and the avoidance of inconsistencies and unnecessary duplication. The exercise also aims to reflect our current practice in the Statutory Texts.

- (2) **Substantive Amendments to the Statutory Texts.** Some of the proposed changes are more substantive in nature. They principally reflect recommendations submitted to the Governing Board by the Advisory Group in May and September 2017 in relation to: (i) focus areas that were the subject of the National Society consultations in December 2016 and June 2017 and that were proposed by the Advisory Group (Clarity of the International Federation’s Purpose; Compliance and Integrity; Stronger Youth Involvement in Governance; and Governance); (ii) joint proposals submitted by the Finance and Audit and Risk Commissions (Audit and Finance and Rotational Principle under Governance); (iii) and the proposal submitted by the Advisory Group in relation to Gender Balance as a result of submissions received in the second National Society consultation.

### ***Annex II (Statutory Texts with Proposed Amendments)***

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The detail of the proposed amendments to the Statutory Texts are annexed to this report in Annex II. Please note that –

- the original draft proposed amendments to the Constitution and Rules of Procedure approved by the Governing Board in May 2017 for the purposes of circulation to National Societies in June 2017 are set out in blue text in Annex II,
- consequential changes to the International Federation’s Financial Regulations that flow from the proposals are also set out in blue text in Annex II,
- the recommended revisions to the proposals approved by the Governing Board in September 2017, further to the second National Society consultation, are set out in red text in Annex II, and
- the amendments are classified as either streamlining or substantive amendments and are clearly marked as such in comment boxes on the documentation. Text that is *italicised* demonstrates that this is existing text which has simply been moved from another provision in the statutory texts.

### ***Overview***

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For ease of reference, an overview of the key recommended proposed amendments, as reflected in detail in Annex II, is set out below.

#### ***(1) Proposed Streamlining Amendments***

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- **New Definitions.** Certain terms have been defined to ensure consistency throughout the text. For example –
- *Organs, Commissions and Committees* – It is suggested that the term “Organ” is used to denote “Statutory Bodies”, “Commissions and Committees” to denote “Constitutional Commissions and Committees”; and “Statutory Bodies” to refer to “Organs and Commissions and Committees” of the International Federation, and that these terms are substituted for the current terms “statutory bodies” and

“constitutional bodies”, which are currently being used interchangeably and inconsistently in the Statutory Texts (see Articles 11, 14 and 28 and consequential changes throughout the Statutory Texts).

- *Statutory regions* - The term “statutory region” is defined in the Constitution and the various statutory regions are specified in the Rules of Procedure (see Article 5.5 and Rule 24.2). The term “statutory region” is used instead of “geographical regions” and “regions” which are all terms that are simultaneously being used to refer to our four statutory regions.
- **The Conditions for Admission** of National Societies have been consolidated and clarified (see Article 7).
- **A Sanctions section** consolidates in one place all of the *existing* grounds for sanctions, and the *existing* sanctions that can be applied (see Article 10A).
- **Provisions relating to the Certification of National Societies** under the peer review Organisational Capacity Assessment and Certification process have been added to the texts to reflect current practice. These include Governing Board and Compliance and Mediation Committee functions relating to certification recommendations (Articles 23.1(r) & 32.2(g)) and sanctions relating to the suspension or withdrawal of the certificate (Article 10A).
- **The determination of the Vision and Strategy of the International Federation.** Wording has been added to the General Assembly’s functions as a reflection of existing practice (Article 17.1(a)).
- **Voting by consensus** as the general rule has been clarified in order to reflect our current practice in the General Assembly and the Governing Board (see Articles 20 and 24).
- **The status of representatives of the Governing Board** (as members of a collective body of the International Federation) is currently set out in the Rules of Procedure. Due to the importance of this provision, it is suggested that it is moved to the Constitution (see Article 22).
- **The Compliance and Mediation Committee** provision has been updated so that it reflects the same basic framework as the other Committee and Commission provisions and so as to be consistent with other provisions. In addition, new functions have been inserted to reflect the current practice of giving advice on compliance and integrity issues and recommending National Societies for certification. The distinction, both in procedure and in the Committee’s functions, between breaches of integrity and disputes has been clarified (see Articles 17(1)(b), 23.1(n), 32 and Rules 3.1, 3.7).
- **Common rules of procedure across Commissions and Committees** are proposed, so as to ensure consistency and avoid several areas of duplication within the Statutory Texts (see Rules 35 and 35A). The current requirement for Election Committee members to sign a code of conduct has been widened to apply to all Commission and Committee members to reflect current practice. This code of conduct provision has therefore been placed in the common rules of procedure for all Commissions and Committees (see Rule 35.7).
- **The consolidation of the nominations and vacancies provisions.** The nominations and vacancies provisions that are currently under the various Commission or Committee

sections have been moved to the general Nominations and Vacancies sections so that all similar provisions are in one place (see Rules 27 and 31). This also has the benefit of clarifying existing procedures and ensuring they are consistent. It has also been clarified that the Election Committee draws up its list of proposed candidates in accordance with the rules relating to the submission of nominations and the member profile requirements (see Rules 27.1 and 27.2).

- **Clarification of financial provisions.** It is proposed that the General Assembly’s current function of approving the formula for financial participation is clarified and set out in the General Assembly’s Functions (as reflected in Governing Board and Finance Commission provisions) (see Article 17.1(l)). It is also suggested to further clarify that a declaration in default can be triggered by a failure to pay the annual financial contribution under Article 36.2 (see Article 36.5) and the consistent use of the term “annual financial contribution”.
- **Principle of Fair Geographical Distribution.** It has been clarified that the principle of fair geographical distribution shall be taken into account in connection with the nomination, appointment and election of the President, National Societies entitled to appoint Vice-Presidents, National Society members of the Governing Board as well as any Commission or Committee (see Rule 24.1).
- **Under the interpretation provisions,** it is suggested that the current “contradiction in texts” wording is widened so that it also covers regulations and procedures adopted by Statutory Bodies. Further, terms defined in the Constitution will have the same definition under the Rules unless there is a contrary intention (see Rule 44).
- **The Regional Conference Rules of Procedure** have been streamlined so that the language is consistent with the Constitution and the Rules of Procedure (see Annex to the Rules of Procedure for Regional Conferences).

## ***(2) Proposed Substantive Amendments***

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### **Clarity of the International Federation’s Purpose**

- It is suggested that **the functions of the International Federation** include a reference to sustainability, local capacity of National Societies to address vulnerability, the promotion of a culture of non-violence and peace, the relief to victims of internal strife and the protection, empowerment and retention of volunteers (Article 5.1).

### **Compliance and Accountability**

- **The integrity and compliance obligations have been strengthened** as National Societies and statutory bodies are now *required to comply* with such obligations (rather than just under an “expectation” to comply) (see Articles 10, 14 and 28). It is suggested that a National Society that does not continue to fulfil their conditions for admission commits a breach of integrity (see Article 10).
- **Simplification of process relating to receipt of an allegation of a breach of integrity.** It has been clarified that the Secretariat of the Compliance and Mediation Committee shall make the necessary notifications in the case of an allegation of a breach of integrity.

Further, it has been clarified that the Vice President from the relevant statutory region is also notified where the Compliance and Mediation Committee carries out an independent review of a potential breach of integrity (see Rules 3.1 and 3.2).

- **Notification of a decision to suspend, expel, re-instate or re-admit** should be given to the National Society concerned, the government of its country and to all National Societies and components of the Movement (see Rules 4.3, 4.5, 5.3 and 5.4).
- **Integrity obligations and remedies for statutory bodies.**
  - **The integrity obligations** for statutory bodies are now integrated in Sections III (Organs) and IV (Constitutional Committees and Commissions), rather than being submerged in the National Society section (see Articles 14 and 28).
  - There are currently no **statutory remedies** available in the event of a breach of these integrity obligations by our statutory bodies. It is therefore suggested that a new power for the Governing Board is added to enable the sanctioning of statutory bodies (except the General Assembly) in the event of a breach of integrity (and that the power rests with the General Assembly, in the case of a Governing Board breach) (see Articles 17.1(b) and 23.1(n)). Further, it is recommended that an allegation of a breach of integrity concerning the Compliance and Mediation Committee is directly referred to the Governing Board (and therefore not to itself) (see Articles 23.1(n), 28.2, 32.2 and Rule 3.1). It has also been clarified that in the event of a Governing Board breach, the Compliance and Mediation Committee can report to the General Assembly with its recommendation, and these procedures have been set out in further detail (Article 32.2(e)(ii) and Rules 3.5 and 3.6).

### **Stronger Youth Involvement in Governance**

- **Youth Commission Elections are recommended** so as to enable young people to be more actively involved in selecting Youth Commission representatives. This is important particularly in light of the Youth Commission’s dual expert and representative functions. It is proposed that a vote takes place for two members per statutory region and the Chair of the Youth Commission (as opposed to the current appointment procedures for Commissions and Committees) (see Articles 20.6, 31, 33, 34.1, 34.7, 44.1 and Rules 19.6, 25, 27, 30A, 35A.3).
- It is proposed that the **exercise of the vote is by a youth delegate nominated by a National Society** (either in person at the General Assembly or remotely by means of a secure electronic voting mechanism, approved by the Election Committee) (see Rules 18 and 30A).

### **Governance**

- **General policy making powers** “*that govern the International Federation and the National Societies*” sit with the General Assembly (Article 17.1(a)). It is proposed that these powers can be delegated to the Governing Board so that it may also determine general policy in urgent situations, in between General Assembly sessions. Such policies would then be decided upon at the next General Assembly session (Articles 17.2(e) & 23.1(c)).

- **Internal policies relevant to the International Federation only.** The Governing Board currently “*defines within the framework of the general policies determined by the General Assembly, the policies for the various fields of activity of the International Federation and the National Societies*” (Article 23.1(c)). As the distinction between the “general policies” and “policies” can be confusing, it is suggested to clarify that, except when using its delegated powers, the Governing Board approves only those policies that are internal only to the International Federation and which are presented to it by the Secretary General (see Article 23(1)(c)).
- **Rotational principle for Committees and Commissions** has been proposed in order to ensure an element of continuity for all Commissions and Committees when there are appointments or elections of new members (see Rule 27.4).
- **Election Committee.** It is proposed that the same criteria applicable to the Compliance and Mediation Committee (whereby an individual serving in an official position of the International Federation shall not be eligible to serve as a member) should also apply to the Election Committee so as to ensure a fair and transparent election (see Rule 35A.5). It is also suggested to clarify that the Election Committee’s functions include the drawing up of objective criteria for other positions (see Article 33.2).

#### **Audit and Finance**

- **The scale of contributions of National Societies,** is proposed to be *approved by the Governing Board* (instead of the General Assembly) and simply noted by the General Assembly. This is principally because the General Assembly has already approved the formula for financial participation which is the basis on which the scale of contributions is calculated. It is proposed that this point is also clarified in the text. Operationally, this change could simplify the process and save time at the sessions of the General Assembly (see Articles 8.1B(h), 17.1(l), 23.1(k), 29.2(e), 29.2(f), 36.2 and 36.3).
- **The advisory function in relation to the appointment of external auditors is proposed to rest with the Audit and Risk Commission** (rather than the Finance Commission). It is proposed that the Audit and Risk Commission advises the Governing Board on the appointment of external auditors, in consultation with the Chair of the Finance Commission (see Article 30.2(g)). Consequential amendments have been recommended to the Financial Regulations to reflect this proposal (see Financial Regulation 13.1).
- **Sole responsibility of approving audited financial statements** is proposed to rest with the Audit and Risk Commission as it will be more effective for only one commission to be responsible for audit matters and overseeing financial reporting. In order to meet the necessary financial reporting requirements, it is therefore recommended that the Audit and Risk Commission assumes the sole responsibility for approving the audited financial statements, prior to their endorsement by the Governing Board and ultimate adoption (rather than approval) by the General Assembly (see Articles 17.1(j), 23.1(k), 29.2(c), 30.2(d), 30.2(h), 37.2(a)). Consequential amendments have been recommended to the Financial Regulations to reflect this proposal (see Financial Regulations 11.3 and 13.6-13.8).

- **The composition of the Finance Commission is reduced** to five members plus a Chair (consisting of one independent member). This is reflected in the transitional provisions (see Articles 29.1 and 49).
- **The profile of the Finance and Audit and Risk Commissions' members is revised.** It is proposed that the profile of the Finance Commission members is further enhanced and that both the Finance and Audit and Risk Commissions require members to have five years of senior professional experience (rather than ten years) (see Rules 35A.1 and 35A.2).

### **Gender Balance**

- **Extension of the Gender Balance Principle.** It is recommended that the existing gender balance principle is broadened to apply to the composition of the Governing Board. As most of the Governing Board members are institutional and therefore their representation is within the authority and responsibility of the National Society, the qualifying words 'to the extent possible' have been used. Nevertheless, it is hoped that this provision will serve as an encouragement for more women to apply and to be asked to stand for the Governing Board and thus reflect the diversity of the Federation's volunteers and staff worldwide (see Rule 25).

It is recommended that all of the proposed amendments to the Statutory Texts set out in Annex II be adopted by the General Assembly at its November 2017 session and enter into force at the end of the 21<sup>st</sup> session of the General Assembly.

### **Resource implications**

The resource implications of the proposed amendments to the Statutory Texts are estimated to be as follows –

- |  |             |
|--|-------------|
| - Printing and Publication to all National Societies:                              | CHF 20,000  |
| - Implementation of Voting System for the Youth Commission Elections per election: | CHF 13,335. |

### **Implementation and monitoring and how this will be reported to the General Assembly**

If the proposals are adopted by the General Assembly, they will enter into force at the end of the 21<sup>st</sup> session of the General Assembly. In such a case, the Statutory Texts as amended and adopted by the General Assembly will be published and circulated to all National Societies.

## Annex I

### COMPOSITION OF THE CONSTITUTIONAL REVIEW ADVISORY GROUP

<b>Name</b>	<b>National Societies</b>
<b>Ms Kristiina Kumpula (chair)</b>	Finnish Red Cross
<b>Mr Abdullah Al Razwan (youth representative)</b>	Bangladesh Red Crescent
<b>Ms Fine Tuitupou- Arnold</b>	Cook Islands Red Cross
<b>Dr Fawzi Amin</b>	Bahrein Red Crescent
<b>Dr José Lopez Simédo</b>	Cabo Verde Red Cross
<b>Mr Tweodros Alamrew</b>	Ethiopia Red Cross
<b>Dr Dennis Edwards</b>	Jamaica Red Cross
<b>Dr José Benjamin Ruiz Rodas</b>	Salvadorean Red Cross
<b>Dr Heike Spieker</b>	German Red Cross
<b>Ms Yana Yankova Mihaylova</b>	Bulgarian Red Cross



## **Annex 2**

### **(Statutory Texts with Proposed Amendments)**

- Constitution
- Rules of Procedure
- Annex to Rules of Procedure for Regional Conferences
- Financial Regulations



International Federation  
of Red Cross and Red Crescent Societies

## CONSTITUTION

Revised and adopted by the VIth Session of the General Assembly  
Rio de Janeiro (Brazil), 23-26 November 1987

Amended by the VIIIth Session of the General Assembly  
Budapest (Hungary), 25-28 November 1991

Revised and adopted by the 12th Session of the General Assembly  
Geneva (Switzerland), 23-28 October 1999

Revised and adopted by the 16th Session of the General Assembly  
Geneva (Switzerland), 20-22 November 2007

Amended and adopted by the 20<sup>th</sup> Session of the General Assembly  
Geneva (Switzerland), 4-6 December 2015

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**Commented [LdL1]:** Text to reviewed for renumbering and cross-reference checks – all numbering must be reviewed.

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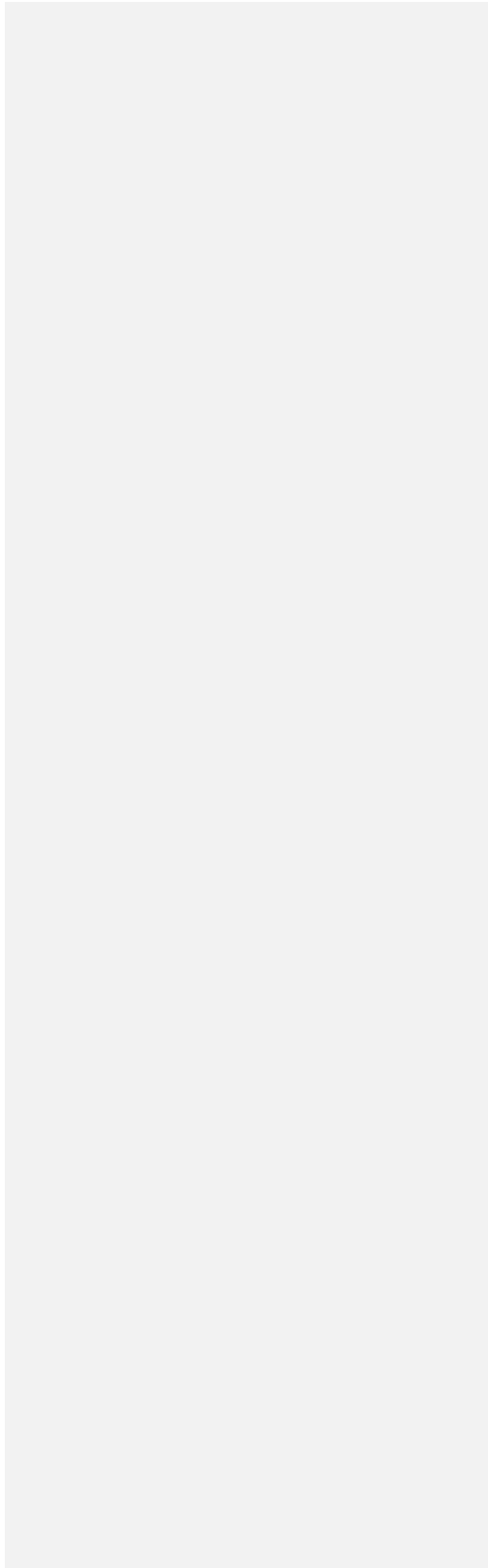
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**Commented [LdL2]: Streamlining**  
'Commissions and Committees' is a defined term.

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## **PREAMBLE**

We, the National Red Cross and Red Crescent Societies, being the basic units and vital force of the International Red Cross and Red Crescent Movement, founded in 1919 the League of Red Cross Societies “as a purely voluntary non-political, non governmental, non sectarian organisation, to anticipate, diminish and relieve the misery produced by disease and calamity in a systematic approach”<sup>1</sup>.

We are committed to protecting human dignity and to improving the lives of vulnerable people by mobilizing the power of humanity.

We carry out our humanitarian activities in conformity with the Fundamental Principles of the International Red Cross and Red Crescent Movement: Humanity, Impartiality, Neutrality, Independence, Voluntary service, Unity and Universality. To alleviate human suffering, we work as auxiliaries to our public authorities in the humanitarian field and through our global network of National Societies and the Movement.

With the objectives of ensuring the co-ordination of our international activities, the development and implementation of common standards and policies, organizational development, capacity building and effective international disaster management, and of having an international presence and recognition as a global partner in humanitarian assistance, we therefore have agreed to unite ourselves and to establish an international body, named the “International Federation of Red Cross and Red Crescent Societies”, whose general aim is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities.

With these objectives in mind, we hereby set out the constitutional provisions of this international body and the related rights and duties by which we agree to abide.

We further recall that the mottoes “Inter arma caritas” and “Per humanitatem ad pacem” together express the ideals of the Movement.

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<sup>1</sup> Bulletin of “The League of Red Cross Societies”, Geneva, Switzerland, May 15, 1919

SECTION I  
INTERNATIONAL FEDERATION

Article 1  
Membership Organisation

- Character of the Organisation*      1      The International Federation of Red Cross and Red Crescent Societies (the “International Federation”) is a membership organisation established by and comprised of the National Societies.
- Status in the Movement*      2      The International Federation is a component of the International Red Cross and Red Crescent Movement (the "Movement").

Article 2  
Legal Personality

*Legal personality*      The International Federation acts under its own Constitution with all the rights and obligations of a corporate body with legal personality.

Article 3  
Headquarters

*Headquarters*      Unless otherwise decided by the General Assembly of the International Federation (the “General Assembly”) [in accordance with Articles 19 and 20](#), the headquarters of the International Federation is in Geneva, Switzerland.

**Commented [LdL3]: Streamlining**  
Clarity and Consistency- Refers to the specific voting and quorum requirements for a change to the HQ. Consistent with other provisions.

Article 4  
General Object

*General Object*      The general object of the International Federation is to inspire, encourage, facilitate, and promote at all times all forms of humanitarian activities by National Societies with a view to preventing and alleviating human suffering and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

Article 5  
Functions

*Functions*      1      To achieve the general object as defined in Article ~~4~~ [of the Constitution](#), in conformity with the Fundamental Principles [of the](#)

**Commented [LdL4]: Streamlining**  
Consistency - Removed “of the Constitution” to be consistent with other areas of the text. The Fundamental Principles are not defined within Constitution, so definition added to the text.

Movement as contained in the Statutes of the Movement ("Fundamental Principles") and in the context of the Statutes of the Movement and the resolutions of the International Conference of the Red Cross and Red Crescent (the "International Conference"), the functions of the International Federation shall be the following:

A. Services to National Societies:

- a) act as the permanent body of liaison, co-ordination and study among the National Societies and to give them assistance;
- b) encourage and promote in every country the establishment and development of an independent, sustainable and duly recognised National Society with a strong local capacity to address vulnerability;
- c) assist the National Societies in risk reduction, in disaster preparedness, in the organisation of their relief actions and in relief operations themselves;
- d) encourage and co-ordinate the participation of the National Societies in activities for safeguarding public health and the promotion of social welfare and a culture of non-violence and peace in co-operation with their appropriate national authorities;
- e) encourage and co-ordinate between National Societies the exchange of ideas for the education of children and young people in humanitarian ideals and for the development of friendly relations between children and young people of all countries, and to share good practices for the participation of youth in volunteer services and decision-making processes; and
- f) assist National Societies to recruit-, protect, empower and retain volunteers and members from the population as a whole and to promote awareness and understanding of the Fundamental Principles and ideals of the Movement to them and to the general public; and
- ~~g)~~ be the official representative of the National Societies in the international field, among others for dealing with any matters in connection with decisions and recommendations by the General Assembly, and to be the guardian of their integrity and the protector of their interests;

**Commented [LD5]: Substantive Proposal (Clarity of IFRC's Purpose)**  
To ensure sustainability and reflect the local capacity to address humanitarian aid.

**Commented [LD6]: Substantive Proposal (Clarity of IFRC's Purpose)**  
To reflect the promotion of a culture of non-violence and peace

**Commented [LD7]: Substantive Proposal (Clarity of IFRC's Purpose)**  
To reflect the strengthening of volunteering.

**Commented [LD8]: Streamlining**  
Moved from Article 5(1)(B)(d)

B. Humanitarian activities:

- a) bring relief by all available means to all disaster- affected persons;
- b) organise, co-ordinate and direct international relief actions in accordance with the "Principles and Rules for Red Cross and Red



Crescent Disaster Relief" adopted by the International Conference;  
and

c) bring relief to victims of armed conflicts and internal strife, to assist in the promotion and the development of international humanitarian law and to disseminate this law and the Fundamental Principles, in accordance with the agreements concluded with other components of the Movement. and

~~d) be the official representative of the National Societies in the international field, among others for dealing with any matters in connection with decisions and recommendations by the General Assembly, and to be the guardian of their integrity and the protector of their interests.~~

2 The International Federation shall in addition carry out any other functions validly given to it by the General Assembly.

3 The International Federation shall carry out the mandates entrusted to it by the International Conference.

4 In each country the International Federation shall act through or in agreement with the National Society and in conformity with the laws of that country.

Statutory regions within the International Federation

5 There are four statutory regions within the International Federation as specified in the Rules of Procedure (the "statutory regions").

**Commented [LD9]: Substantive Proposal (Clarity of IFRC's Purpose)**  
To address the work of National Societies in violent circumstances.

**Commented [LD10]: Streamlining**  
Moved to Article 5(1)A(g)

**Commented [LdL11]: Streamlining**  
Clarity and Consistency -Currently the Constitution refers to geographical regions, regions and statutory regions, whereas the Rules refer to statutory regions. In practice, the references to statutory/geographical/region all have the same meaning. We have therefore adopted the term "statutory region" throughout the text, and defined the term in this provision for clarity.

## SECTION II NATIONAL SOCIETIES

### Article 6 Members of the International Federation

The membership of the International Federation shall include all National Societies duly admitted as members as per Article 7 (the "National Societies"), on which the strength of the International Federation and its ability to achieve its general object depends.

### Article 7 Admission

Eligibility

1 ~~To be eligible for membership of the International Federation a National Society must be recognised by the International Committee of the Red Cross.~~

**Commented [LdL12]: Streamlining**  
Moved to paragraph 2 below so that all of the conditions of admission are together.

*Admission* 12 A National Society becomes a member of the International Federation when it is admitted to the International Federation in accordance with this Constitution and the Rules of Procedure.

**Commented [LdL13]: Streamlining**  
Consistency and Clarification

*Conditions for Admission* 2 In order to be eligible for admission to the International Federation, the applicant National Society must:

**Commented [LdL14]: Streamlining**  
Consistency

All "conditions of admission" are now all in one place and have been defined so that it is clearer what we mean when we refer to the "conditions of admission."

- a) be recognised by the International Committee of the Red Cross ("ICRC") in accordance with the conditions for recognition of National Societies set out in the Statutes of the Movement;
- b) undertake to respect the provisions of the Constitution and all other statutory texts and decisions of the General Assembly;
- c) commit to pay its annual financial contributions to the International Federation in accordance with Article 36.2; and
- d) apply to the President of the International Federation (the "President") in the form and manner set out in the Rules of Procedure

**In 2(a) – moved from Article 7.1.** The reference to the "conditions for recognition of National Societies set out in the Statutes of the Movement" is for clarity.

**In 2(b) – moved from Article 7.3.** We propose referencing "all other statutory texts and decisions of the General Assembly" so as to clarity that a National Society's undertaking is also in relation to those texts/decisions.

**In 2(c) - from Rule 2.2(e).**

**In 2(d) – from Article 7.3.**

*Conditions for Admission* 3 (together "conditions for admission"). Any National Society wishing to become a member of the International Federation shall apply to the President of the International Federation (the "President") and shall formally undertake to respect the provisions of the Constitution.

**Commented [LdL15]: Streamlining**  
Moved to paragraphs 2 (b) and (d)

*Decision of Admission* 34 The admission of a National Society is subject to a decision by the General Assembly in accordance with Article 20, whereupon it shall become a member of the International Federation.

**Commented [LdL16]: Streamlining**  
Consistency -The reference to Article 20 is to be consistent with other provisions in the Constitution.

**Consolidation – moved from Rule 2.54.**

*Provisional Admission* 4 Any applicant National Society may be admitted provisionally by the Governing Board until the General Assembly takes a decision. The Governing Board shall present the application to the General Assembly at its first session following the decision of the Governing Board. –A National Society admitted provisionally may take part in the work of the International Federation but has no voting right and cannot be elected to any official position in the International Federation.

**Commented [LD17]: Streamlining**  
Consolidation – moved from Rule 2.45.

#### Article 8 Rights and Duties of National Societies

1 In order to ensure that the International Federation is able to fulfil the functions set for it, and to guarantee the equal rights of its membership, National Societies have the following rights and duties:

*Rights*

A. Rights:

- a) National Societies shall have the right to be represented at and to participate in the work of the General Assembly, with the right to vote;
- b) National Societies may stand for election and nominate candidates, to all official bodies, commissions and committees of the International Federation;
- c) National Societies may call upon and receive from the International Federation any of the services and information which the International Federation has the power and the ability to provide, in conformity with its general object, functions, resources, and legal obligations;
- d) National Societies may submit, on their own initiative, in their name or in that of a group of National Societies, proposals to the General Assembly and to other bodies, commissions and committees of the International Federation and;
- e) National Societies may call upon sister National Societies for support in accordance with the applicable rules of co-ordination and co-operation.

*Duties*

B. Duties:

- a) National Societies agree to act at all times in accordance with the Fundamental Principles ~~of the Red Cross and Red Crescent Movement and the general object of the International Federation~~;
- b) National Societies agree to work diligently in pursuit of their humanitarian objectives as set out in the Statutes of the International Movement, including minimising the impacts of disaster and disease; strengthening local capacity to address vulnerability; promoting respect for diversity and human dignity; and alleviating the suffering resulting from armed conflict and internal strife;
- c) National Societies agree to abide by the policies, decisions and rules adopted by the Council of Delegates and the International Conference;
- d) National Societies, following the principle of Unity, agree to respect the territorial integrity and independence of one another;
- e) National Societies agree to provide the necessary support to the International Federation in the pursuit of its general object and functions;

**Commented [LdL18]: Streamlining Consistency** -Text deleted as Fundamental Principles are now defined in Article 5.

The additional wording is proposed so as to be consistent with the **current** Article 12.2(d).

- f) National Societies agree to follow the rules set out in this Constitution, as well as to apply the decisions adopted by the General Assembly and by the Governing Board;
  - g) National Societies recognize the necessity of ensuring their collective integrity, and agree to co-operate fully with the Compliance and Mediation Committee as well as to take the necessary steps to ensure adherence to the applicable integrity policies adopted by the General Assembly and any other the standards of integrity required of them;
  - h) National Societies agree to remit on the date set out in the Financial Regulations an annual financial contribution to the International Federation of the amount approved by the Governing Board calculated using the formula approved by the General Assembly;
  - i) National Societies agree to contribute to the International Federation-wide reporting and performance management systems, once such a system has been adopted by the General Assembly, and to provide the International Federation with annual reports and audited financial statements and;
  - j) National Societies agree to inform the International Federation, through the Secretary General, of any proposed amendments to their Statutes and of the composition of their main governing and managing bodies.
- 2 National Societies shall enjoy all the rights granted to them and shall comply with all the duties stipulated in this Constitution.
- 3 None of the provisions of this Constitution shall limit in any way the National Societies' mandate as set out in the Statutes of the Movement

**Commented [LdL19]: Streamlining**  
Consistency of language

**Commented [LD20]: Substantive Proposal (Scale of Contributions)**  
The annual scale of contributions to be approved by the Governing Board (rather than the General Assembly) and clarification that the scale of contributions is calculated using the formula approved by the General Assembly.

**Commented [LdL21]: Streamlining**  
Clarity of language

Article 9  
Cessation of Membership

- |                    |   |  |
|--------------------|---|--|
| <i>Dissolution</i> | 1 | A National Society shall cease to be a member of the International Federation when it is dissolved and in the circumstances set out in paragraphs 2 and 3 below. |
| <i>Withdrawal</i>  | 2 | Any National Society may withdraw from the International Federation provided it gives the President six months' written notice of withdrawal.                    |

*Expulsion* 3 A National Society may be expelled from the International Federation by decision of the General Assembly in accordance with Article 13 ~~of this Constitution.~~

**Commented [LdL22]:** Streamlining Consistency

*Integrity, Compliance and Sanctions*

Article 10  
Integrity and Compliance

*Standards of Integrity* 1 National Societies ~~and constitutional bodies of the International Federation are expected to shall~~ comply with applicable integrity policies adopted by the General Assembly, and ~~National Societies are also expected to comply with~~ the duties of National Societies as set out in this Constitution. ~~National Societies shall also continue to fulfil the conditions for admission.-~~

**Commented [LdL23]:** Substantive Proposal (Compliance & Accountability)  
Strengthening of the integrity and compliance obligations. The reference to “fulfil conditions for admission” is to clarify the practice that if a NS no longer fulfils these conditions this could be an integrity issue (and links to Article 12.2(a)).

**Consolidation and Clarity – moved to Articles 14 and 28**  
As this article is in the NS section of the Constitution, we have removed the references to constitutional bodies and proposed similar text in Art 14 and 28 (for all constitutional bodies).

*Breaches of Integrity* 2 Any failure to comply with the policies or duties referred to in paragraph 1 above ~~or to fulfil any of the conditions for admission~~ will be considered a breach of integrity (“breach of integrity”) and shall be referred to the Compliance and Mediation Committee, as set out in Article 32.

Article 10A  
Sanctions

*Breach of Integrity* 1 Subject to Article 24, the Governing Board may apply any or a combination of the following sanctions towards a National Society if the National Society is considered by the Governing Board to have committed a breach of integrity:

**Commented [LdL24]:** Streamlining Consolidation of Sanctions – moved from Articles 11, 12, 23 and Rules 4, 36 and 37.

All of the existing various grounds for sanctions and the sanctions that can be imposed on NS have been consolidated in this one section.

- a) recommend a particular action to one or more National Societies;*
- b) render the breach public or make an appeal to the conscience of the world;*
- c) terminate any International Federation support to the National Society;*
- d) issue a written warning;*
- e) restrict membership rights as set out in Article 11;*
- f) suspend or withdraw a capacity assessment certificate issued to a National Society by the Governing Board;*
- g) suspend the National Society as set out in Article 12;*
- h) take any other measure it deems appropriate;*
- i) as a last resort, recommend to the General Assembly that the National Society be expelled subject to Article 13.*

**Commented [LdL25]:** Streamlining

Italics moved from Article 23.

-The reference to “subject to Article 24” is to refer to the 60% voting (if no consensus) and accords with the 2015 Proposals.

-Paragraph (d) – The Rules refer to the issuance of a written warning and so we suggest that the power to issue a warning should be included in the “sanctions” section.

Paragraph (f) – This is to reflect the sanctions available under the Organisational Capacity Assessment and Certification Process.

With the exception of sub-paragraph (e), the Governing Board shall examine the recommendation of a Panel of the Compliance and Mediation Committee prior to its application of any of the above sanctions.

Failure to pay annual financial contributions and financial default 2

~~In addition to the sanctions listed in Without prejudice to paragraph 1, the following sanctions (or a combination of the following sanctions) may also be applied towards a National Society if a National Society fails to pay its annual financial contribution in accordance with Article 36, the following sanctions (or a combination of the following sanctions) may be applied towards a National Society –~~

- a) the Finance Commission may issue a written warning;
- b) the Governing Board may declare the National Society to be in financial default as per Article 36, upon which a National Society’s membership rights shall be restricted as set out in Article 11;
- c) in the event of a declaration of financial default under subparagraph (b), the Governing Board may decide that the National Society shall lose its right to vote.

**Commented [LdL26]: Streamlining**  
Italics from Rule 36 [paragraph (a)], Articles 11(a) 36.5 and 36.6 [paragraph (b)], Article 36.6 and Rule 36 [paragraph (c) – right to vote].  
Clarification of language of existing proposal.

Failure to submit annual reports or financial statements 3

~~In addition to the sanctions listed in Without prejudice to paragraph 1, the Governing Board may apply any or a combination of the following sanctions towards a National Society ~~upon if a National Society fails~~ sure to provide to the International Federation without justified reason either National Society annual reports or audited financial statements, the Governing Board may apply any or a combination of the following sanctions towards a National Society –~~

- a) issue a written warning.
- b) upon three consecutive years of such a failure, restrict a National Society’s membership rights as set out in Article 11.

**Commented [LdL27]: Streamlining**  
Clarification of language of existing proposal.  
For clarification, the existing language which refers to the failure to provide annual reports or audited financial accounts for a ‘period of three consecutive years’ has been reinserted into the text from Article 11(b).

Ongoing investigations 4

~~By virtue of a Governing Board agreed temporary suspension as recommended by the Compliance and Mediation Committee in cases of ongoing investigations, the Governing Board may restrict a National Society’s membership rights as set out in Article 11.~~

**Commented [LdL29]: Streamlining**  
Italics moved from Article 11(d).

Procedure 5

~~The procedures in relation to sanctions may be set out in the Rules of Procedure.~~

**Commented [LdL30]: Streamlining**  
Clarification

### Article 11 Restriction of Membership Rights

~~A decision to restrict a National Society’s membership rights under Article 10A entails the restriction or suspension of A a National Society’s member right to run for any governance position or nominate an individual for any governance position in the Organs or Constitutional Commissions and Committees of the International Federation (“Statutory Bodies”). ~~may be restricted or suspended on the following grounds:–~~~~

**Commented [LdL31]: Streamlining**  
Consistency of language - Reference to National Society instead of “member” for consistency.

- a) ~~upon a declaration of financial “default” as per Article 36 “Financial Contributions”;~~
- b) ~~upon failure to provide to the International Federation without justified reason either National Society annual reports or audited financial statements for three consecutive years;~~
- e) ~~by virtue of a Governing Board sanction as per Article 23(1)(e);  
by virtue of a Governing Board agreed temporary suspension as recommended by the Compliance and Mediation Committee in cases of on-going investigations.~~

**Commented [LdL32]: Streamlining**  
Moved to Article 10A (Sanctions).

Article 12  
Suspension

*Suspension*      1      The Governing Board, after examining the recommendation of a Panel formed by the Compliance and Mediation Committee and in accordance with the Rules of Procedure, may decide to suspend a National Society from membership status in the International Federation in the circumstances specified in Articles 10.2 and 10A.

*Breach of integrity grounds for suspension*

2      In accordance with Article 10A.1, a National Society may be suspended if it is considered by the Governing Board to have committed a breach of integrity, including, without limitation:

a) if it ceases to fulfil the conditions for admission provided for in this Constitution, in particular if, because of modification, its Statutes are no longer in conformity with the Fundamental Principles;

b) if the National Society on its own initiative or under pressure from the government of its country contravenes any of the Fundamental Principles;

c) if the National Society uses its connection with the International Federation for a purpose which is not in conformity with any of the Fundamental Principles;

d) if the National Society acts contrary to the general object of the International Federation and persistently refuses to comply with its duties under the Constitution. ~~or~~

~~e) if the National Society is considered by the Governing Board to have committed a breach of integrity.~~

**Commented [LdL33]: Streamlining**  
Consistency -The grounds for expulsion are now set out in Article 10.2 (breaches of integrity) and 10A (sanctions).

**Commented [LdL34]: Streamlining**  
Consistency -Grounds for suspension are now set out in Article 10A (sanctions). Therefore, this provision is now used to set out a non-exhaustive list of examples of when suspension may be appropriate for a breach of integrity.

Paragraphs (a) and (e) are within the ambit of Article 10A.1 (breach of integrity). Changes in Articles 10 and 10A clarify that paragraphs (b) to (d) can each now be viewed as a “breach of integrity”.

**Commented [LdL35]: Streamlining**  
Reintroduce existing Article 12(2)(a) as helpful to have this example listed.

*Consequences of suspension*      3      A suspended National Society shall immediately lose its rights as a member.

4      An individual holding any office on appointment by a suspended National Society shall step down for the duration of the suspension.

5      Any vacancy created by the suspension of a National Society shall be filled by the competent body, committee or commission according to

the procedures for appointment or election to such office at its next session.

*Reinstatement* 6 -The Governing Board may revoke the suspension of a suspended National Society when the reasons for suspension no longer apply and in accordance with the Rules of Procedure.

**Commented [LdL36]:** Streamlining  
Consistency

Appeal 7 *A National Society may appeal against the decision in favour of its suspension to the General Assembly. The suspension shall remain valid, however, unless and until overturned by the General Assembly.*

**Commented [LdL37]:** Streamlining  
Moved from Rule 4.4.

### Article 13 Expulsion

*Expulsion* 1 When the Governing Board determines that the continued membership of a National Society is a grave risk to the International Federation or its membership, the Governing Board may recommend to the General Assembly, as a last resort, expulsion of that Society by a decision of the General Assembly in accordance with Article 20 in the circumstances set out in Articles 10.2 and 10A.

**Commented [LdL38]:** Streamlining  
Consistency -The grounds for expulsion are now set out in Article 10.2 (breaches of integrity) and 10A (sanctions).

*Consequences of expulsion* 2 An expelled National Society shall remain liable for all obligations to the International Federation or its membership incurred prior to expulsion.

3 An expelled National Society shall immediately lose its rights as a member.

4 An individual holding any office on appointment by an expelled National Society shall step down.

*Readmission* 5 A National Society which has been expelled can reapply to the General Assembly for admission following the procedures laid down in Article 7 once the reasons for expulsion no longer apply in accordance with the Rules of Procedure.

**Commented [LdL39]:** Streamlining  
Consistency and avoids Duplication

## SECTION III

### BODIES ORGANS OF THE INTERNATIONAL FEDERATION

#### Article 14

**Commented [LdL40]:** Streamlining  
Clarity of Language and Consistency -This change is to address the lack of consistency in the terminology used to describe the various statutory bodies of the International Federation. Currently, statutory bodies and constitutional bodies are used interchangeably. This proposal will distinguish the Organs (i.e. General Assembly, Governing Board, President, Secretary General) from the Constitutional Committees and Committees.



Statutory Bodies Organs

Organs

1 The ~~Statutory Bodies Organs~~ of the International Federation, are –  
– those bodies ~~with~~having governance functions, which are:

- The General Assembly;
- The Governing Board;
- The President; ~~and~~

~~and~~– the body with executive functions, which is:

- –the Secretary General

(together the “Organs”).-

Standards of integrity and breach of integrity

2 Organs shall comply with applicable integrity policies adopted by the General Assembly. Any failure to comply with such policies will be considered a breach of integrity and shall be referred to the Compliance and Mediation Committee.

Procedures

3 The procedures of the Organs shall be laid down in the Rules of Procedure.

**Commented [LdL41]: Substantive Proposal (Compliance & Accountability)**  
Consistency and Clarification - This text is from Article 10 but the text relevant to Organs of the International Federation has been replicated here. See also Article 32 and Rule 3 where breaches of integrity can be committed by any body of the IF or any statutory bodies.

**Commented [LdL42]: Streamlining Clarification**

General Assembly

Article 15  
Definition

Subject to the Constitution, the General Assembly shall be the supreme governing body of the International Federation.

Article 16  
Composition

The General Assembly shall be composed of the National Societies.

Article 17  
Functions

1 The General Assembly shall, among others, exercise the following functions:

- a) determine the vision and strategy of the International Federation, and the general policies that govern the International Federation and the National Societies;

Vision, Strategy, Policy

- b) take decisions on –

Admission/ Sanctions

**Commented [LdL43]: Streamlining Clarification** -This clarifies that the General Assembly also sets the vision and the strategy of the International Federation.  
**Clarification of existing proposal.**

- (i) the admission of National Societies and expulsion as set out in Articles 7 and 13 respectively; and
- (ii) the application of any particular action or measure that it deems appropriate towards the Governing Board in case of a breach of integrity under Article 14 further to the examination of the recommendation of a Panel of the Compliance and Mediation Committee;

**Commented [LdL44]: Substantive Proposal (Compliance & Accountability)**

Breach of Integrity - There are currently no statutory remedies available in the event of a breach of these integrity obligations by our statutory bodies. We have therefore added a new power for the General Assembly to sanction the Governing Board in the event of a breach of integrity.

**Clarification** that the General Assembly will examine the recommendation of a Panel of the Compliance and Mediation Committee (consistent with Article 32).

**Commented [LdL45]: Streamlining Consistency**

*Election President*

c) elect the President of the International Federation;

*Election Vice-Presidents*

d) elect those four National Societies, one from each statutory region, which shall be entitled to appoint a Vice-President of the International Federation("Vice-President");

*Election Societies members of the Governing Board*

e) elect the National Societies members of the Governing Board;

*Appointment of Constitutional Commissions and Committees*

f) appoint or elect, as the case may be, members of the eConstitutional eCommissions and Committees;

*Representatives to Movement bodies*

g) designate the representatives of the International Federation to the bodies of the Movement;

*Other bodies*

h) set up other bodies, including, among others, advisory bodies and bodies with legal status required for the activities of the International Federation, and to appoint their members;

*External auditors*

i) designate as external auditors, on the recommendation of the Governing Board, a firm of internationally recognised independent auditors;

*Budget*

j) approve, on the recommendation of the Governing Board =  
; (i) approve the biennial plans, budgets and financial reports of the International Federation, and  
 (ii) adopt the audited financial statements of the International Federation;

**Commented [LdL46]: Substantive Proposal (Approval of Financial Statements)**

In order to meet the necessary financial reporting requirements, it is proposed that the Audit and Risk Commission approves the audited financial statements and that the General Assembly ultimately adopts the audited financial statements.

k) take note of the report of the external auditors;

*Statutory  
financial  
contributions*

l) approve, on the recommendation of the Governing Board and the Finance Commission, the formula for fixing the financial participation of National Societies, and to take note of the annual scale of contributions of the National Societies approved by the Governing Board and calculated using the said formula;

**Commented [LD47]: Streamlining**  
Consistency & Reflects Current Practice -Articles 23\_1(k) and 29(2)(g) both state that the General Assembly approves the formula for fixing financial participation.

*Constitution,  
Rules of  
Procedure and  
other  
regulations*

m) amend the Constitution and the Rules of Procedure and adopt any other regulations necessary for the implementation of the Constitution;

**Commented [LdL48]: Substantive Proposal (Scale of Contributions)**  
The annual scale of contributions to be approved by the Governing Board (rather than the General Assembly) and clarification that the scale of contributions is calculated using the formula approved by the General Assembly.

*Reports*

n) consider the reports of the Governing Board and Secretary General and of all bodies set up by the General Assembly and discharge the Secretary General and the Governing Board on its delegated activities;

*Proposals from  
National  
Societies and  
bodies*

o) decide on the proposals presented by National Societies, the Governing Board and other bodies of the International Federation;

p) ratify general agreements concluded with the ICRC International Committee of the Red Cross or any other international organisation or institution that create obligations for National Societies; and

**Commented [LdL49]: Streamlining**  
Consistency -Term defined in Article 7.

*Transfer of the  
Headquarters*

q) decide on the transfer of the headquarters of the International Federation.

*Delegation of  
powers*

2 The General Assembly may not delegate to another body of the International Federation the powers defined in paragraph 1 of this Article, with the exception of the following, which are hereby delegated to the Governing Board between sessions of the General Assembly and until the General Assembly decides otherwise:

a) set up bodies, commissions and committees, including, among others, those with legal status, required for the activities of the International Federation, and to appoint their members;

**Commented [LdL50]: Streamlining**  
Consistency with Article 17(1)(h)

b) decide on the reports of bodies set up by the General Assembly;

c) decide on proposals presented by National Societies or other bodies of the International Federation; ~~and~~

d) designate the representatives of the International Federation to the bodies of the Movement; and

e) determine, in urgent situations which require a fast policy decision, the general policies that govern the International Federation and the National Societies, which shall be decided upon validated at the next General Assembly.-

**Commented [LdL51]: Substantive Proposal (Policy making)**  
This provides the Governing Board the ability – in urgent situations only (between sessions of the General Assembly) to set general policy.

**Clarification** that it is the General Assembly that makes the final decision upon the policies set by the Governing Board.

*Financial implications* 3 Before the General Assembly takes decisions involving expenditure, the Secretary General, after having consulted the Finance Commission, shall submit a report to it on the administrative and financial implications of any such proposal. If the expenditure proposed cannot be covered by the budget, no commitment in this respect can be made before the General Assembly has taken the necessary measures to make available the additional funds required.

Article 18  
Sessions of the General Assembly

*Ordinary sessions* 1 The General Assembly shall meet in ordinary session once every two years. Such sessions shall normally be held where the headquarters of the International Federation are located.

2 A session of the General Assembly shall be held in the same place as and before the International Conference when the latter has been convoked.

*Change of place of the session* 3 In exceptional circumstances, the President, in consultation with the Secretary General and with the agreement of the majority of the members of the Governing Board, may change the place and/or the dates of the session of the General Assembly.

*Extraordinary sessions* 4 An extraordinary session of the General Assembly shall be held in the same place as and before any extraordinary session of the International Conference when the latter has been convoked.

5 Extraordinary sessions of the General Assembly may also be held on the initiative of the President in agreement with the majority of the members of the Governing Board or on the initiative of at least thirty-five percent of the National Societies.

Article 19  
Quorum

1 With the exception of the quorum required to amend the Constitution, to transfer the headquarters of the International Federation and to dissolve the International Federation, decisions taken at an ordinary or extraordinary session of the General Assembly shall be valid only with a quorum of fifty percent of the National Societies.

2 The quorum required to amend the Constitution, to transfer the headquarters or to dissolve the International Federation, shall be sixty-five percent of the National Societies.

- 3 Should less than fifty percent of the National Societies be in attendance at any ordinary or extraordinary session, the General Assembly shall be re-convened after at least 24 hours have elapsed. At such session, decisions shall be validly taken with a quorum of twenty-five percent of the National Societies.
- 4 Should the provisional or adopted agenda include the admission of National Societies or the expulsion of National Societies, the adoption of the biennial budget, the transfer of the headquarters of the International Federation, the election to the positions referred to in Article 34, the dissolution of the International Federation or amendments to the Constitution, another session shall be convened not less than forty-five and not more than ninety days after the one preceding it. At such a session, decisions shall be validly taken with a quorum of twenty-five percent of the National Societies.

Article 20  
Voting

- 1 Each National Society represented at the General Assembly shall have one vote.

*By consensus*

- 2 ~~[Except as otherwise provided in the Constitution, D~~ecisions of the General Assembly shall be taken by consensus with the exception of the elections of the President, Vice-Presidents, the National Society members of the Governing Board and the Chair and members of the Youth Commission.

Consensus shall be understood to mean the absence of any objection expressed by a delegation and submitted by it as constituting an obstacle to the taking of the decision in question.

**Commented [LdL52]: Streamlining**  
Clarification of current procedures (that decisions of the General Assembly are taken by consensus except for election decisions)

**Commented [LD53]: Streamlining**  
This reflects Rule 19 from the Statutes of the Movement (in relation to the practice of consensus at the International Conference)

*If no consensus or elections*

- 2A If consensus cannot be reached or in the case of elections, decisions of the General Assembly shall be taken by a simple majority vote of the National Societies present and voting except -

- in the circumstances set out in Articles 20.3 to 20.5 inclusive, where a decision shall be taken in the manner set out in those Articles; or

- as otherwise provided in the Constitution.

*Absolute majority*

- 3 An absolute majority of the National Societies present and voting is required to elect the President.

*Qualified majority of sixty percent*

- 4 A qualified majority of sixty percent of the National Societies present and voting is required to admit National Societies (Article 7) and expel National Societies (Article 13), to reconsider a decision previously

taken at the same session of the General Assembly, to classify a matter as an important matter, and to decide on any matter classified by the General Assembly as an important matter.

*Qualified majority of seventy-five percent*

- 5 A qualified majority of seventy-five percent of the National Societies present and voting shall be required to amend the Constitution (Article 47) to transfer the headquarters of the International Federation (Article 17.1.q) and to dissolve the International Federation (Article 45).

*National Societies present and voting*

- 6 Within the context of the Constitution, the term "National Societies present and voting" shall mean National Societies present and voting for or against. National Societies abstaining from voting are considered as not having voted. In the event that the Rules of Procedure provide that a National Society may exercise the vote remotely by the means of a secure electronic mechanism, a National Society shall be deemed "present and voting" if it exercises its vote in such a manner.

**Commented [LDL54]:** Substantive Proposal (Youth Elections)

### Governing Board

#### Article 21 Definition

The Governing Board is the body which governs the International Federation between sessions of the General Assembly.

#### Article 22 Composition

Composition

- 1 The Governing Board shall be composed of :
- a) the President;
  - b) the four Vice-Presidents;
  - c) the ex officio Vice-President;
  - d) twenty National Societies;
  - e) the Chair of the Finance Commission;
  - f) the Chair of the Audit and Risk Commission;
  - g) the Chair of the Youth Commission.

Status of Members of the Governing Board  
National

- 2 ~~Representatives of National Societies~~ Members of the Governing Board shall act as members of a collective body of the International Federation, and shall be influenced in their decisions only by the interests of the International Federation when the Governing Board

**Commented [LD55]:** Streamlining  
Clarification and Consolidation – Moved from Rule 32.5

Society representatives

carries out the responsibilities assigned to it by the Constitution and by the General Assembly.

Article 23  
Functions

1

The Governing Board shall exercise the following functions :

- a) decide on any matter assigned or delegated to it by the Constitution or by the General Assembly;
- b) appoint and dismiss the Secretary General of the International Federation;
- c) define and approve those policies that are internal only to the International Federation and which are presented to it by the Secretary General, and in urgent situations, determine within the framework of the general policies determined by the General Assembly, the policies for the various fields of activity of the International Federation and the National Societies in accordance with Article 17(2)(e);
- d) interpret ~~the~~ decisions of the General Assembly, advise the President and give guidance and support to the Secretary General in implementing the decisions of the General Assembly;
- e) monitor on behalf of the General Assembly the implementation of the mandates entrusted to the International Federation by the International Conference;
- f) draw up the provisional agenda of the General Assembly;
- g) submit advice and proposals to the General Assembly when so requested by the latter or on its own initiative;
- h) submit to the General Assembly the proposed members of the Election Committee and approve electoral standards for campaigning submitted to it by the Election Committee;
- i) study any questions relating to the implementation of the functions of the International Federation, and submit advice and proposals in this respect to the General Assembly;
- j) recommend to the General Assembly as external auditor a firm of internationally recognised independent auditors;
- k) examine the reports on activities as well as the financial and budgetary reports and reports on financial risk matters presented by the Secretary General, ~~and~~ the Finance Commission or the Audit and Risk Commission, and

**Commented [LdL56]: Substantive Proposal (Policy Making)**

This clarifies that the Governing Board only decides on internal policies to the International Federation **that are presented by the Secretary General to the Governing Board**, except in urgent situations, where it has delegated powers between sessions of the General Assembly to decide upon general policy.

**Clarification** of the specific provision in Article 17 that is being referred to.

**Commented [LdL57]: Streamlining**

Consistency-To mirror the change to Article 33.2(a) (Election Committee).

**Commented [LdL58]: Streamlining**

Consistency

(i) recommend, for final approval by the General Assembly, the biennial budget, plans and financial reports of the International Federation, including on the recommendation of the Finance Commission, the scale of contributions of National Societies and the formula for fixing the financial participation of National Societies;

**Commented [LD59]: Substantive Proposal (Scale of Contributions)**  
The annual scale of contributions to be approved by the Governing Board (rather than the General Assembly) and clarification that the scale of contributions is calculated using the formula approved by the General Assembly.

(ii) approve, on the recommendation of the Finance Commission, the annual scale of contributions of National Societies (calculated using the formula approved by the General Assembly under Article 17.1); and

(iii) endorse and recommend for adoption by the General Assembly, the audited financial statements of the International Federation;

**Commented [LdL60]: Substantive Proposal (Approval of Financial Statements)**  
It is recommended that the Audit and Risk Commission assumes the sole responsibility for approving the audited financial statements, prior to their endorsement by the Governing and ultimate adoption by the General Assembly.

l) ratify general agreements concluded with the ICRC International Committee of the Red Cross and any other international organisation or institution not requiring General Assembly ratification as set out in Article 17.1.p;

**Commented [LdL61]: Streamlining**  
Consistency -Term defined in Article 7.

m) provisionally admit the National Societies,

n) decide on the application of any particular action or measure that it deems appropriate towards any of the Statutory Bodies (except the Governing Board and the General Assembly) in case of a breach of integrity under Articles 14 or 28; decide on any temporary restrictions of membership rights as set out in Article 11; further to the examination of the recommendation of a Panel of the Compliance and Mediation Committee; (except where the Compliance and Mediation Committee is implicated in the breach of integrity),

**Commented [LdL62]: Substantive Proposal (Compliance & Accountability)**  
**Breach of Integrity** -There are currently no statutory remedies available in the event of a breach of these integrity obligations by our statutory bodies. We have therefore added a new power for the Governing Board to sanction the statutory bodies (except the Governing Board itself and the General Assembly) in the event of a breach of integrity.

o) decide on the application of, and apply, any or a combination of the following sanctions towards National Societies as set out in Article 10A and in the circumstances set out in Articles 10.2 and 10A:;

**Clarification** that this provision relates to all Statutory Bodies (except the Governing Board and the General Assembly) and therefore both Articles 14 (Organs) and 28 (Commissions and Committees) should be referred to.

**Clarification** that the action is decided further to the consideration of the recommendation of the Compliance and Mediation Committee (except where they are implicated in the breach) as per Article 32.

recommend a particular action to one or more National Societies;  
render the breach public or may make an appeal to the conscience of the world;  
terminate any International Federation support to the National Society;  
suspend the National Society;  
take any other measure it deems appropriate;  
as a last resort, recommend to the General Assembly that the National Society be expelled

**Commented [LdL63]: Streamlining**  
Consolidation - Paragraph (n) [temporary restrictions] now comes under the general ambit of paragraph (o).

**Commented [LD64]: Streamlining**  
Consolidation and Clarification -The Governing Board can decide upon and apply any of the sanctions set out in Article 10A and in the circumstances set out in Articles 10A and 10.2.

**Commented [LdL65]: Streamlining**  
Moved to Article 10A so that all sanctions provisions for National Societies are consolidated

p) declare in default National Societies that have not paid their annual contribution in accordance with Article 36;

**Commented [LdL66]: Streamlining**  
Consistency -Paragraph (p) [declaration in default] now comes under the general ambit of paragraph (o).



~~de~~) approve the selection of candidates for appointment to the posts of (or equivalent to) Deputy and Under Secretaries General or Directors; ~~and~~

~~ge~~) approve the outline structure of the Secretariat of the International Federation proposed by the Secretary General; and

r) approve the certification of National Societies proposed by the Compliance and Mediation Committee in accordance with the capacity assessment -process adopted by the Governing Board.-

**Commented [LdL67]: Streamlining**

Clarification of Existing Practice -This reflects the Governing Board's role regarding the certification of National Society's under the Organizational Capacity and Assessment Certification Procedures.

2 The Governing Board shall report to the General Assembly on the accomplishment of its functions.

*Financial implications*

3 The Governing Board must not take decisions involving expenditure not included in the budget before the Secretary General and the Finance Commission have submitted a report to it justifying the administrative and financial implication of any such proposal. If the expenditure proposed cannot be covered, no commitment in this respect can be made before the General Assembly has taken the measures to make available the additional funds required.

*Emergency authorisation*

4 If in the opinion of the Governing Board an emergency exists and it is impossible or impracticable to convoke a session of the General Assembly, the Governing Board is authorised, subject to Article 44, to take such measures as it deems necessary to deal with the emergency. Decisions so reached by the Governing Board shall be reported to and discharged by the General Assembly at its next session.

5 If the Governing Board decides that there is an emergency affecting the International Federation, the Secretary General shall as soon as is practicable thereafter inform all National Societies that the Governing Board has decided that an emergency exists, stating the nature of the emergency and all decisions and actions taken by the Governing Board to deal with it.

Article 24  
Procedure

1 The Governing Board shall meet in ordinary session twice a year, when convened by the President. In addition the President shall convene the Governing Board on his/her own initiative or whenever requested by a majority of its members, and may also do so at the request of the Secretary General.

2 The decisions of the Governing Board shall be valid with a quorum of sixty percent of its members.

The Governing Board takes its decisions by consensus.

~~If consensus cannot be reached, decisions of the Governing Board and shall be taken by =~~

**Commented [LdL68]:** Streamlining  
Clarity of Procedure

~~a) a simple majority vote of the members present and voting (where: in the event of a tie the President shall have the casting vote) unless sub-paragraph (b) applies; or~~

~~b) a qualified majority of sixty percent of the members of the Governing Board, in the event of a decision to suspend or to recommend expulsion of a National Society, shall be taken with a qualified majority of sixty percent of the members of the Governing Board.~~

- 3 The President may invite any person to attend the meetings of the Governing Board as an observer.

### President

#### Article 25

#### President of the International Federation

- 1 The President is the highest personality of the International Federation. The President shall be responsible to the General Assembly for ensuring that the International Federation pursues its general object and exercises its functions as defined in the Constitution. The President acts under the authority of the General Assembly and of the Governing Board to guide the affairs of the International Federation, including the activities of the Secretary General, in conformity with the decisions of the General Assembly and the Governing Board.

#### *Functions*

- 2 The President shall :
- a) convene and preside over the sessions of the General Assembly and the Governing Board;
  - b) present to the General Assembly a review of the state of the International Federation;
  - c) present to the Governing Board and General Assembly the report of a firm of internationally recognised independent auditors;
  - d) co-ordinate the work of the governance bodies, commissions and committees of the International Federation;

- e) represent the International Federation in its relations with the other components of the Movement and with other international organisations and institutions;
- f) have the ability to call upon the Vice-Presidents and the Chair of the Finance Commission, to assist him/her individually or collectively, in his/her functions;
- g) carry out any other function entrusted by the General Assembly or by the Governing Board.

*Delegation* 3 The President may delegate a part of the functions under this Article to any of the Vice-Presidents.

*Replacement during a meeting* 4 The President may charge one of the Vice-Presidents with replacing him/her during a meeting or part of a meeting.

*Vacancy in the office of the President* 5 In the event of a vacancy arising in the office of the President or the President being unable to carry out his/her functions, the Governing Board, at its next ordinary session, shall designate a Vice-President who shall serve as Acting President until the next session of the General Assembly. At this session the General Assembly shall elect the President to fill the vacancy for the remaining period of the current term of office. Until the designation of a Vice-President as Acting President by the Governing Board the ex-officio Vice-President shall fulfil this function.

Article 26  
Vice-Presidents of the International Federation

*Role of the Vice-Presidents* 1 The Vice-Presidents of the International Federation shall support the President and may be called upon individually or collectively by the President to assist in the execution of his/her functions. They participate in the sessions of the General Assembly in their personal capacity.

*Ex-officio Vice-President* 2 The President of the National Society of the country in which the International Federation has its headquarters or his/her designated representative appointed from and by the governing body of that Society shall be ex officio Vice-President.

*Functions* 3 The elected Vice-Presidents shall:

- a) ensure communication on governance matters between the General Assembly, the Governing Board and the National Societies in their [statutory](#) regions;
- b) promote the decisions of the General Assembly and Governing Board, particularly in their [statutory](#) regions; and

**Commented [Ldl69]:** Streamlining Consistency

- c) in close coordination with the Secretary General, support National Societies in their [statutory](#) regions and globally with integrity challenges as requested by the National Society itself or the Compliance and Mediation Committee.
- 4 In regards to the regional conferences in their [statutory](#) regions the elected Vice-Presidents shall serve as chairs of the relevant preparatory bodies.

### Secretary General

#### Article 27 Secretary General of the International Federation

*Appointment* 1 The Secretary General shall be appointed by the Governing Board, for a period of up to four years, renewable. The contract between the International Federation and the Secretary General shall be drawn up by the Governing Board in accordance with the relevant provisions of the Rules of Procedure, any applicable conditions set by the General Assembly and the labour law governing the International Federation.

*Functions* 2 The Secretary General, as defined in Article 14 is the Chief Executive Officer of the International Federation and carries out the following functions:

a) implement the decisions of the General Assembly and the Governing Board;

b) be responsible for the administration of the approved budget [and the preparation of a report of the accounts](#), in accordance with Articles [37.6 and 38](#);

c) direct the Secretariat and be responsible for the execution of the work entrusted to it;

*d) establish the structure of the Secretariat, the general outline of which shall be subject to the approval of the Governing Board;*

*e)* organise the different services of the Secretariat in accordance with the decisions of the General Assembly and of the Governing Board; appoint the staff of the Secretariat, keeping in mind the principles of gender equality and geographical distribution; and when necessary terminate the engagements of such staff;

*f)* make appointments to the posts of (or equivalent to) Deputy and Under Secretaries General, such as Directors, after obtaining the Governing Board's approval of the candidates selected by him/her;

*g)* in the absence of the President or as otherwise agreed appropriate, represent the International Federation in its relations with other

**Commented [LdL70]:** Streamlining  
Consistency

**Commented [LdL71]:** Streamlining  
Moved from paragraph 6.

components of the Movement and with other international organisations and institutions;

h~~e~~) be the authorised representative of the International Federation in relation to third parties and courts of law for all transactions whatsoever, including transactions executed in notarial form relating to the acquisition, administration and expenditure of the resources of the International Federation;

i~~h~~) assure the execution of the functions set out in Article 5, including direct relief actions or other actions decided upon by the General Assembly or the Governing Board. In exceptional or urgent circumstances, the Secretary General shall take all appropriate measures after consultation with the National Society concerned to the extent possible;

j~~i~~) carry out any other function assigned to him/her by the Constitution or entrusted to him/her by the General Assembly or the Governing Board;

k~~j~~) report on the activities of the Federation to the General Assembly and to the Governing Board;

l~~k~~) keep the President and Vice-Presidents, as appropriate, closely informed in carrying out his/her functions; and

m) establish relations with those National Societies or organisations recognised as auxiliaries to the public authorities in the humanitarian field who accept and respect in their action the Fundamental Principles, even though they may not be components of the Movement or members of the International Federation.

3 The Secretary General shall ex officio be secretary of the General Assembly and of the Governing Board and, unless the Constitution provides otherwise, of all bodies set up by the General Assembly and the Governing Board. The Secretary General may delegate these functions to other officials of the Secretariat.

*Participation in the General Assembly and the Governing Board*

4 The Secretary General participates in the sessions of the General Assembly and the Governing Board.

5 The Secretary General shall be assisted in the implementation of his/her executive task by a Secretariat.

~~6 The Secretary General shall establish the structure of the Secretariat, the general outline of which shall be subject to the approval of the Governing Board.~~

**Commented [LdL72]: Streamlining**  
Moved to paragraph 2.

#### SECTION IV

CONSTITUTIONAL COMMISSIONS AND COMMITTEES OF THE  
INTERNATIONAL FEDERATION

Article 28

Constitutional Commissions and Committees

Constitutional  
Commissions  
and  
Committees

1 The Constitutional Commissions and Committees of the International Federation are:

- The Finance Commission;
- The Audit and Risk Commission;
- The Youth Commission;
- The Compliance and Mediation Committee; and
- The Election Committee;

(together the “Commissions and Committees”)-

They have advisory or such other functions as set out in this Constitution.

Standards of  
integrity and  
breach of  
integrity

2 Commissions and Committees shall ~~comply~~ with applicable integrity policies adopted by the General Assembly. Any failure to comply with such policies will be considered a breach of integrity and shall be referred to the Compliance and Mediation Committee (except where the Compliance and Mediation Committee is implicated in the breach of integrity, where the failure shall be directly referred to the Governing Board).

Procedures

3 Procedures of the Commissions and Committees shall be laid down in the Rules of Procedures.

**Commented [LdL73]:** Streamlining  
Clarification

**Commented [LdL74]:** Substantive Proposal (Compliance & Accountability)  
Consistency -This text is from Article 10 but the text relevant to Constitutional Commissions and Committees of the International Federation has been replicated here. See also Article 32 and Rule 3 where breaches of integrity can be committed by any body of the International Federation or any statutory bodies

**Clarification** that the Compliance and Mediation Committee would not consider the breach of integrity in cases where the allegation is against itself.

**Commented [LdL75]:** Streamlining  
Clarification

Finance Commission

Article 29

Composition

1 The Finance Commission shall be composed of :

- a Chair; and
- ~~nine~~ five members;

appointed in a personal capacity by the General Assembly on presentation of candidates by the Election Committee.

Functions

2 The ~~functions of the~~ Finance Commission shall have the following functionsbe:

- a) ~~to~~ give advice on all financial matters affecting the International Federation;

**Commented [LdL76]:** Substantive Proposal (Finance Commission Composition)  
It is proposed that the Finance Commission shall be composed of five members plus a Chair.

**Commented [LdL77]:** Streamlining  
Consistency of language

- b) ~~to~~ comment on the periodic financial reports of and on the budget drawn up by the Secretary General;
- e) ~~to recommend, in consultation with the Chair of the Audit and Risk Commission, the appointment of the external auditors to the Governing Board;~~
- cd) ~~to receive from the Audit and Risk Commission President the report of the external auditors, and to comment on the same to the Audit and Risk Commission President and the Governing Board;~~
- de) ~~to~~ comment on the handling and investment of available funds and to make recommendations to the General Assembly and the Governing Board on any financial measures which it deems appropriate;
- ef) ~~to~~ review periodically the formula for fixing the financial participation of National Societies for submission, through the Governing Board, to the General Assembly for approval, and every two years to establish the annual scale of contributions of National Societies (calculated using the formula approved by the General Assembly under Article 17.1) for submission to, and approval by, the Governing Board~~for submission, through the Governing Board, to the General Assembly for approval;~~
- fg) ~~to~~ establish the annual financial contributions of National Societies applying for membership (calculated using the formula approved by the General Assembly under Article 17.1) prior to the application being considered by the General Assembly;
- gh) ~~to~~ hear appeals from National Societies in accordance with Articles 36.3 and 36.4, paragraphs 3 and 4, to acquaint itself with arrears in payment of annual financial contributions by National Societies and to express its views to the Governing Board ~~and the General Assembly~~ on whether a Society should be declared in default in accordance with Article 36.5, paragraph 5;
- hf) ~~to~~ assist the Governing Board in applying and implementing the decisions of the General Assembly on the financial management of the International Federation; and
- ij) ~~to~~ bring allegations of breaches of integrity to the Compliance and Mediation Committee, in consultation with the President; ~~and~~
- k) ~~to report on its work to each session of the General Assembly and of the Governing Board.~~

**Commented [LdL78]: Substantive Proposal (Appointment of External Auditors)**

External auditors to be appointed by the Audit and Risk Commission, in consultation with the Finance Commission.

**Commented [LdL79]: Substantive Proposal (Approval of Financial Statements)**

The Audit and Risk Commission to assume the sole responsibility of approving the audited financial statements, in consultation with the Finance Commission.

**Commented [LD80]: Substantive Proposal (Annual Scale of Contributions)**

The annual scale of contributions to be approved by the Governing Board (rather than the General Assembly) and clarification that the scale of contributions is calculated using the formula approved by the General Assembly.

**Commented [LD81]: Substantive Proposal (Annual Scale of Contributions)**

Clarification that annual scale of contributions are calculated using the formula approved by the General Assembly.

**Commented [LdL82]: Streamlining**  
Clarification

**Commented [LdL83]: Streamlining**  
Moved to paragraph 3.

**Commented [LdL84]: Streamlining**  
Consistency of language

Reporting

3 The Finance Commission shall report on its work to the Governing Board and the General Assembly.

Authority of the Chair

4 The Chair of the Finance Commission shall have the right to obtain from the Secretary General all information and documents related to financial matters.

<sup>5</sup> The Chair of the Finance Commission shall advise the President and the  
<sup>4</sup> Secretary General on all financial matters affecting the International Federation.

*Procedure*

~~5 The procedures of the Finance Commission shall be laid down in the Rules of Procedure.~~

**Commented [LdL85]:** Streamlining  
Moved to Article 28.

### Audit and Risk Commission

#### Article 30

*Composition*

1 The Audit and Risk Commission shall be composed of :

- a Chair; and
- five members;

appointed in a personal capacity by the General Assembly on presentation of candidates by the Election Committee.

*Functions*

2 The Audit and Risk Commission shall have the following functions:

- a) give advice on all audit and risk matters affecting the International Federation;
- b) assess the scope and effectiveness of the systems established by the Secretary General to identify, assess, manage and monitor risks;
- c) review areas of risk, major cases of fraud and corruption, irregularities, and legal claims that could have a significant financial, reputational or other impact impeding the International Federation and advise the Secretary General accordingly;
- d) ~~receive and~~ review the reports of the internal and external auditors, comment on the same to the President, Secretary General and Governing Board;
- e) oversee the implementation of the audit recommendations by the Secretary General; ~~and~~
- f) bring allegations of breaches of integrity to the Compliance and Mediation Committee, in consultation with the President;
- g) ~~recommend, in consultation with the Chair of the Finance Commission, the appointment of the external auditors to the Governing Board; and~~
- ~~h) approve, in consultation with the Chair of the Finance Commission, the audited financial statements and recommend their endorsement by the Governing Board for adoption by the General Assembly.~~

**Commented [LdL86]:** Substantive Proposal (Approval of Financial Statements)

The Audit and Risk Commission to assume the sole responsibility of approving the audited financial statements, in consultation with the Finance Commission.

**Commented [LdL87]:** Substantive Proposal (Appointment of External Auditors)

External auditors to be appointed by the Audit and Risk Commission, in consultation with the Finance Commission.

**Commented [LdL88]:** Substantive Proposal (Approval of Financial Statements)

The Audit and Risk Commission to assume the sole responsibility of approving the audited financial statements, in consultation with the Finance Commission, for endorsement by the Governing Board and ultimate adoption by the General Assembly.

*Reporting*

3 The Commission shall report on its work to the Governing Board and the General Assembly.



*Authority of the Chair*

- 4 The Chair of the Audit and Risk Commission shall have the right to obtain from the Secretary General all information and documents related to audit or risk matters.
- 5 The Chair of the Audit and Risk Commission shall advise the President and the Secretary General on all risk matters affecting the International Federation.

*Procedure*

- 6 ~~The procedures of the Audit and Risk Commission shall be laid down in the Rules of Procedure.~~

**Commented [LdL89]:** Streamlining  
Moved to Article 28.

Youth Commission

Article 31

*Composition*

- 1 The Youth Commission shall be composed of:
  - a Chair; and
  - ~~eight~~ members ~~two from each of the four statutory regions~~

~~appointed~~ ~~elected~~ in a personal capacity by the General Assembly on presentation of candidates by the Election Committee.

**Commented [LdL90]:** Typo -the printed version states "height members"

**Commented [LdL91]:** Streamlining  
Clarity of process – pre-existing requirement set out in the Rules of Procedure.

*Functions*

- 2 The ~~functions of the~~ Youth Commission shall have the following functions:

**Commented [LD92]:** Substantive Proposal (Youth Commission Elections)

**Commented [LdL93]:** Streamlining  
Consistency of Language

- a) ~~to give~~ ~~advise~~ on all matters concerning youth and youth-related activities throughout the International Federation;
- b) ~~to~~ promote and assess the implementation of the youth strategy or policy decided by the Governing Board or the General Assembly ~~or the Governing Board~~, as well as to consider and study as requested by the Board matters of policy development in the area of youth;
- c) ~~to~~ review and suggest revisions of the youth strategy or policy to the Governing Board or the General Assembly (as the case may be) for adoption;
- d) ~~to~~ seek youth opinions on the implementation of relevant International Federation policies and to ensure that those opinions are communicated to the Statutory Bodies of the Movement;
- e) ~~to~~ advise the Secretary General in the implementation of the youth policy and all other policies and strategies as they relate to youth within the Movement; and
- f) ~~to~~ bring allegations of breaches of integrity to the Compliance and Mediation Committee in consultation with the President ~~;~~ and

**Commented [LdL94]:** Streamlining  
Consistency -Article 17.1 now makes a reference to strategy

Reporting

~~3~~ ~~The Youth Commission shall report on its work to the Governing Board and General Assembly and Governing Board on its general activities on a regular basis.~~

**Commented [LdL95]: Streamlining**  
Consistency of language

Authority of the Chair

4 The Chair of the Youth Commission shall have the right to obtain~~receive~~ from the Secretary General all relevant information and documents necessary to enable the Youth Commission to fulfil its functions.

**Commented [LdL96]: Streamlining**  
Consistency of language

5 The Chair of the Youth Commission shall advise the President and the Secretary General on all issues affecting youth in the Movement.

Procedure

~~5 The procedures of the Youth Commission shall be laid down in the Rules of Procedure.~~

**Commented [LdL97]: Streamlining**  
Moved to Article 28.

Compliance and Mediation Committee

Article 32

**Commented [LdL98]: Streamlining**  
Consistency of Language -Article 32 has been amended to reflect a similar layout format to the other Committees and Commissions.

~~1 A Compliance and Mediation Committee shall be established to assist the bodies of the International Federation in taking the appropriate steps to resolve any potential breaches of integrity on the part of a National Society or any body of the International Federation, and to help settle any disagreements submitted to it.~~

**Commented [LdL99]: Streamlining**  
Moved to paragraph 2

Composition

1 The Compliance and Mediation Committee shall be composed of:  
2  
- a Chair; and  
- ~~twelve members~~thirteen individuals, (three from each of the four statutory regions) ~~of the International Federation, and one individual who shall be named to serve as Chair. It shall serve as a pool for the formation of individual panels. All members shall be~~ appointed in a personal capacity by the General Assembly on presentation of candidates by the Election Committee.

**Commented [LdL100]: Streamlining**  
Consistency

Functions

2 The Compliance and Mediation Committee shall have the following functions:

a) give advice on compliance and integrity issues affecting the International Federation;

**Commented [LdL101]: Streamlining**  
2(a) Consistency -Similar provision for Youth, Finance and Audit Commissions.

b) resolve any potential breaches of integrity on the part of a National Society or any Statutory Body (except the Compliance and Mediation Committee), as expeditiously as possible and with full respect for due process;

**Commented [LdL102]: Substantive (Compliance & Integrity)**  
Clarification that the Compliance and Mediation Committee will not resolve any breaches of integrity that implicate itself.

**Commented [LdL103]: Streamlining**  
2(b) – moved from paragraph 1 and Rule 3.

- c) help settle any ~~disputes disagreements~~ submitted to it as expeditiously as possible and with full respect for due process;
- d) review, investigate, and determine the nature and extent of any breach of integrity, or of any ~~dispute disagreement~~ submitted to it;
- e) make recommendations to help resolve any breach of integrity, or any ~~dispute disagreement~~ submitted to it, including, where appropriate –
  - i. recommending action to be taken by the relevant National Society or Statutory Body (except the Compliance and Mediation Committee), or
  - ii. in cases of a breach of integrity, reporting to the Governing Board or to the General Assembly (in the case of a breach of integrity by the Governing Board) with any further action or sanctions to be taken by the Governing Board and/or General Assembly.
- f) ~~shall serve as a pool for the formation of individual panels;~~
- g) recommend National Societies to the Governing Board for certification as a National Society in accordance with the capacity assessment process adopted by the Governing Board.

**Commented [LdL104]:** Streamlining 2(c) – moved from paragraph 1 and Rule 3. Consistency of language.

**Commented [LdL105]:** Streamlining 2(d) – moved from paragraphs 3 and 4. Consistency of language

**Commented [LdL106]:** Streamlining 2(e) -moved from paragraph 4 and 5. Consistency of language

**Commented [LdL107]:** Substantive (Compliance & Integrity) 2(e)(i) Clarification that the Compliance and Mediation Committee will not resolve any breaches of integrity that implicate itself.

2(e)(ii) Clarification that Compliance and Mediation Committee may report to the General Assembly (in the case of a breach of integrity by the Governing Board); and that 2(e)(ii) applies to breaches of integrity only (not disputes).

**Commented [LdL108]:** Streamlining 2(f) – Moved from paragraph 2

**Commented [LdL109]:** Streamlining 2(g) – Clarification of current practice. This reflects the Compliance and Mediation Committee’s role regarding the certification of National Society’s under the Organizational Capacity and Assessment Certification Process.

Complaints Submission of Allegations

3 Allegations of a breach of integrity or any dispute may be brought to the attention of the Chair of the Compliance and Mediation Committee by any National Society, the General Assembly, the Governing Board, the President, or the Secretary General. ~~Constitutional Committees or Commissions and Committees~~ may also bring allegations to the Compliance and Mediation Committee in consultation with the President. The Compliance and Mediation Committee may initiate its own review of a potential breach of integrity based on ~~the~~ criteria adopted by the Governing Board and with notification to the President. .

**Commented [LdL110]:** Streamlining 3 - Consistency and Clarity of Language

Compliance and Mediation Panel

4 The Chair shall review ~~the any potential breach of integrity or dispute referred to in paragraph 3~~ allegations in accordance with the Rules of Procedure and if an inquiry is merited shall ensure that a panel of three to five members is formed to consider the potential breach or dispute allegations ~~–~~ with due regard to geographical representation ~~and to carry out the functions set out in paragraphs 2(d) and 2(e).~~

**Commented [LdL111]:** Streamlining 4 –Consistency and Clarity of Language This language clarifies that paragraphs 2(d) and 2(e) are functions carried out by the Panel (rather than the Committee as a whole). Clarification that paragraph 4 also applies to disputes.

Mandate of Panel

4 Upon receipt of a complaint the panel, ~~in accordance with the Rules of Procedure and with full respect for due process, shall investigate the matter and make a determination as to the nature and extent of any breach. In cases where breaches are substantiated the panel shall recommend to the National Society steps to resolve the matter.~~

**Commented [LdL112]:** Streamlining Moved to paragraph 2 and detail in Rule 3.

5 ~~If the matter is not resolved, the panel shall submit a report to the Governing Board, including a summary of its findings, measures taken to try to resolve the matter and any further action recommended to be taken by the Governing Board or General Assembly.~~

**Commented [LdL113]: Streamlining**  
Moved to paragraph 2 and detail in Rule 3.

Reporting

5 The Compliance and Mediation Committee shall report on its work to  
7 the General Assembly and Governing Board, on its general activities  
6 on a regular basis.

**Commented [LdL114]: Streamlining**  
Consistency of Language

Authority of Chair

6 In addition to paragraph 3, the Chair of the Compliance and Mediation Committee –

**Commented [LdL115]: Streamlining**  
Consistency and Clarification of Authority of Chair. Sub-paragraph (a) is consistent with other Committee provisions and sub-paragraphs (b) and (c) are taken from Rule 3.

- (a) shall advise the Secretary General and the President on the handling of compliance and integrity issues as requested;
- (b) shall notify the relevant National Society or Statutory Body of allegations received against it; and
- (c) may consult informally with the relevant National Society or Statutory Body in order to endeavour to resolve the matter.

7 The Secretary General shall support the Committee in its work, in particular by making relevant information available.

**Commented [LdL116]: Streamlining**  
Consistency – moved from Rule 3.1

Election Committee

Article 33

Composition

1 The Election Committee shall be composed of:  
- a Chair; and  
- four members, one from each of the four statutory regions,  
  
all five to be appointed in a personal capacity by the General Assembly on the proposal of the Governing Board.

Functions

2 The Election Committee shall have the following functions:  
  
a) develop electoral standards for campaigning for approval by the Governing Board;  
  
b) draw up objective criteria for the positions of President and Vice-President or for any of the other positions (such as education and professional Red Cross and Red Crescent experience), to be approved by the Governing Board at least one year before the relevant election;  
  
c) review against the relevant criteria the applications of all candidates for governance positions (ad persona and National Societies);

**Commented [LdL117]: Streamlining**  
Consistency of language

**Commented [LdL118]: Streamlining**  
Clarification of Process to reflect current practice. Note consequential change to Governing Board functions to mirror this.

**Commented [LdL119]: Substantive Proposal (Governance)**  
This expands the Election Committee's functions to draw up criteria for National Society Members of the Governing Board

**Commented [LdL120]: Streamlining**  
Moved from Rule 24.3(ii).

- d) notify the Governing Board of any candidates which the Election Committee considers are ineligible against approved criteria;
- e) establish, after consultation with the Governing Board, a list of proposals of candidates for the Finance Commission, the Audit and Risk Commission, ~~the Youth Commission~~ and the Compliance and Mediation Committee, for appointment by the General Assembly, and establish a list of candidates for the Youth Commission for ~~an~~ election by the General Assembly;
- f) monitor and oversee all elections to these positions;
- g) announce the results of elections to these positions; and
- h) bring allegations of breaches of integrity to the Compliance and Mediation Committee in consultation with the President.

**Commented [LdL121]:** Substantive Proposal (Youth Commission Elections)

3 ~~The Committee's tasks are set out in Article 33, paragraph 2 of the Constitution. When carrying out the Election Committee's functions, tasks the ~~Committee~~ shall:~~

**Commented [LdL122]:** Streamlining  
Moved from Rule 24.3

~~(i) ensure that, by means of the development of campaigning standards, equal opportunities for consideration of all candidates are guaranteed;~~

~~(ii) draw up objective criteria, such as education and professional Red Cross and Red Crescent experience for the different posts—approved by the Governing Board.~~

**Commented [LdL123]:** Streamlining  
Integrated into Article 33.2(b)

~~(ii) receive all applications for the posts of President, Vice-Presidents and members of the Governing Board (individuals and National Societies), and inform the National Societies about the process.~~

~~(iii) establish an election timetable and receive all the applications of candidates for the Finance Commission, Audit and Risk Commission, Youth Commission and Compliance and Mediation Committee, and submit a list of candidates for appointment (or election in the case of the Youth Commission) by the General Assembly.~~

**Commented [LdL124]:** Substantive Proposal (Youth Commission Elections)

~~(iv) ensure that members proposed for Statutory Bodies reflect the agreed criteria as set out in the Rules of Procedure and that the principles regarding a fair geographical distribution and gender are followed;~~

~~(v) arrange secret ballots, where possible by means of a secure electronic voting mechanism, for the election of the President, of the~~

National Societies entitled to appoint a Vice-President, ~~and~~ of the National Societies seeking to be members of the Governing Board and of the Chair and members of the Youth Commission.

**Commented [LD125]:** Substantive Proposal (Youth Commission Elections)

*Reporting* 4 The Election Committee shall report on its work to the General Assembly and Governing Board.

*Authority of the Chair* 5 The Chair of the Election Committee shall advise the President and the Secretary General on all electoral matters affecting the International Federation.

**Commented [LdL126]:** Streamlining Consistency of Language

## SECTION V

### ELECTIONS AND APPOINTMENTS

#### Article 34

Election of the President, the Vice-Presidents, the National Societies Members of the Governing Board, and the Election or Appointment of the Chairs and the Members of the ~~Constitutional Commissions and Committees~~Bodies

**Commented [LdL127]:** Streamlining 'Commissions and Committees' is a defined term.

*Periodicity* 1 Elections shall be held in ordinary sessions every four years. The appointments of the members of the Finance Commission, Audit and Risk Commission, ~~Youth Commission~~, Compliance and Mediation Committee and Election Committee and the election of the members of the Youth Commission shall be made in ordinary sessions every four years, not coinciding with elections of the President, Vice-Presidents and National Societies members of the Governing Board.

**Commented [LD128]:** Substantive Proposal (Youth Commission Elections)

*Term of office* 2 The term of office of all elected and appointed positions is four years. It begins at the close of the session of the General Assembly at which the incumbents have been elected/appointed and expires at the close of the session of the General Assembly which elects/appoints their successors.

*President* 3 The General Assembly elects the President in a personal capacity. A person who has served two four-year terms as President is not eligible to stand again for election.

*Vice-Presidents* 4 The General Assembly elects four National Societies, one from each of the four statutory regions established in accordance with the Rules of Procedure, for the purpose of each of them appointing a member of their National Society to the post of Vice-President for a period of four years. Once appointed, the Vice-Presidents shall serve in a personal capacity.

*Societies members of the Board* 5 The General Assembly elects twenty National Societies as members of the Governing Board, respecting geographical distribution as set out in the Rules of Procedure. A National Society elected member of the Governing Board shall appoint one individual to serve as its representative on the Governing Board. The appointed individual should normally not be changed during the elected Society's term of office. The National Societies of which the President or the Vice-Presidents are members must not be proposed for candidature to, and shall not be eligible as members of the Governing Board.

**Commented [LdL129]:** Streamlining  
Moved from Rule 30.1.

*Rotation* 6 Any National Society elected for the purpose of appointing a Vice-President or a National Society member of the Governing Board and having served two consecutive four-year terms in either capacity or combinations thereof is not eligible to stand again for election until a further four-year term has elapsed.

*Chair and members of the Finance Commission, Audit and Risk Commission, Youth Commission, and Compliance and Mediation Committee* 7 The General Assembly shall appoint the Chair and members of the Finance Commission, Audit and Risk Commission, ~~Youth Commission~~ and Compliance and Mediation Committee, and shall elect the Chair and members of the Youth Commission. Any person who has served two consecutive four-year terms as Chair or as member of any of these bodies shall not be eligible to stand again for appointment or election (as the case may be) as Chair or as member of such body until a further four-year term has elapsed.

**Commented [LD130]:** Substantive Proposal (Youth Commission Elections)

*Election committee* 8 The General Assembly shall, on the proposal of the Governing Board, appoint the Chair of the Election Committee and four members, ~~one from each of the four statutory regions~~.

**Commented [LdL131]:** Streamlining  
Duplication – already stipulated in Article 33.

*Procedures* 9 The procedures relating to elections may be set out in the Rules of Procedure.

**Commented [LdL132]:** Streamlining  
Clarification

## SECTION VI

### FINANCE OF THE INTERNATIONAL FEDERATION

#### Article 35 Finances and Property

*Civil liability* 1 The International Federation shall be solely responsible, to the exclusion of the National Societies, for all its transactions and commitments.

*Resources* 2 The regular resources of the International Federation shall consist of contributions from National Societies and income derived from investments.

<i>Properties and unrestricted resources</i>	3	Within the limits laid down by its general object and functions the International Federation shall acquire, own, dispose of and administer any property. It may accept unrestricted contributions and assistance in any form from National Societies, individuals, governments and other public or private bodies.
<i>Earmarked resources and real estate</i>	4	The International Federation may accept as an agent or trustee funds or property earmarked for particular use provided that such use is within the general scope of its activities, general object and functions. It may accept any conveyance of real estate for its use or benefit.
<i>Reserves</i>	5	The International Federation may constitute and manage any reserves or other funds for its staff or for any of its activities.
<i>Procedures</i>	6	<u>The procedures relating to the finances of the International Federation (including, without limitation, financial contributions, budget and audit procedures) may be set out in the Rules of Procedure.</u>

**Commented [LD133]:** Streamlining Clarification

Article 36  
Financial Contributions

<i>Financial year</i>	1	The financial year shall run from 1 January to 31 December.
<i>Statutory financial contributions</i>	2	Each National Society shall pay an annual <u>financial</u> contribution to the International Federation in accordance with the scale of contributions established by the Finance Commission, <del>and</del> approved by the <u>Governing Board</u> <del>General Assembly</del> and calculated using the formula <u>approved by the General Assembly under Article 17.1</u> , and within such time-limit as <del>may</del> be prescribed by the General Assembly.
<i>Appeals</i>	3	Any National Society which contests the annual <u>financial</u> contribution approved by the <u>Governing Board</u> <del>General Assembly</del> shall have the right to appeal immediately to the Finance Commission. However, such an appeal shall not invalidate the obligation of paying the uncontested part of the annual <u>financial</u> contribution within the time-limit fixed by the General Assembly.
<i>Arrangements for payment of the contribution</i>	4	Any National Society unable, for any reason whatsoever, to pay its <u>annual financial</u> contribution may refer this matter to the Finance Commission in order to obtain appropriate arrangements enabling the National Society to pay it in conformity with the conditions fixed by the Finance Commission. However, such an appeal shall not invalidate the obligation of paying the <u>annual financial</u> contribution.
<i>Declaration in default</i>	5	If a National Society does not pay the amount in accordance with paragraphs <u>2</u> , <u>3</u> or <u>4</u> of the present Article, the Finance Commission shall report the matter to the Governing Board.

**Commented [LD134]:** Substantive Proposal (Scale of Contributions)  
The annual scale of contributions to be approved by the Governing Board (rather than the General Assembly) and clarification that the scale of contributions is calculated using the formula approved by the General Assembly.

**Commented [LD135]:** Substantive Proposal (Scale of Contributions)  
The annual scale of contributions to be approved by the Governing Board (rather than the General Assembly).

**Commented [LD136]:** Streamlining Clarification - Paragraph 2 is also relevant in the event that a National Society does not appeal or is unable to pay.



The Governing Board shall receive the recommendation of the Finance Commission and shall decide whether to declare the Society in default or not.

*Consequences of the declaration in default*

- 6 [The consequences of a declaration in default are set out in Article 10A. Any National Society which has been declared in default shall not be eligible for election or re-election to any body of the International Federation and, if so decided by the Governing Board, shall lose its right to vote.](#)

**Commented [LdL137]: Streamlining**  
Moved to Article 10A (sanctions)

*Financial obligations*

- 7 Any National Society which has withdrawn, which has been [suspended or expelled](#) or which has been declared in default shall remain liable for payment of its [annual financial](#) contribution for the financial year during which any of the foregoing steps were taken, of any arrears of previous years and of any other debt to the International Federation.

**Commented [LdL138]: Streamlining**  
Consistency -Although Article 36.7 did not include expulsion, this is implied by Article 13.2 and so is included here for completeness.

### Article 37 Budget

*Preparation of budget and financial statements*

- 1 The Secretary General shall draw up the budget of the International Federation in consultation with the Chair of the Finance Commission. The Secretary General shall also prepare a report on the accounts relating to the preceding financial year and submit these documents to the Governing Board for study and to the General Assembly for approval.

*Approval of budget and financial statements*

- 2 The General Assembly shall examine and [approve](#) every two years:
- a) [adopt](#) the [audited](#) financial statements and [approve the financial reports and plans](#) covering the previous two financial years [recommended by the Governing Board](#);
  - b) [approve](#) the budget for the next two financial years presented by the Secretary General and recommended by the Governing Board.

**Commented [LdL139]: Substantive Proposal (Approval of Financial Statements)**

The Audit and Risk Commission to assume the sole responsibility of approving the audited financial statements, in consultation with the Finance Commission, for endorsement by the Governing Board and ultimate adoption by the General Assembly.

- 3 The Governing Board shall examine every year the annual report of the previous financial year, presented by the Secretary General.
- 4 In those years in which the General Assembly does not meet the Governing Board shall review the budget for the following year, and, if exceptional circumstances exist, adjust that budget in the light of those circumstances.

*Financial measures*

- 5 Subject to the provisions of Articles 17, ~~paragraph 3~~, and ~~23~~, [paragraph 3](#), the General Assembly, or failing it the Governing Board, may decide on any financial measures which may appear advisable, and shall take into consideration such recommendations as may be

**Commented [LdL140]: Streamlining**  
Consistency

made by the Secretary General or the Chair of the Finance Commission.

*Administration and execution of the budget*

- 6 The Secretary General who is responsible for the administration of the approved budget shall:
- a) implement the budget as adopted, ensuring the payment of contributions and, depending on the needs, defraying the expenses authorised;
  - b) receive and hold all funds paid to the International Federation for whatever purpose, be accountable for these funds to the General Assembly and the Governing Board, and dispose of them in accordance with the budget adopted; and
  - c) decide on the handling and investment of the available funds after consultation with the Chair of the Finance Commission.

#### Article 38

##### Audit

- 1 At the close of each financial year, the accounts of that year :
  - a) shall be made the subject of a report prepared by the Secretary General; and
  - b) shall be audited and reported upon by a firm of internationally recognised independent auditors to be designated by the General Assembly on the recommendation of the Governing Board.
- 2 These reports shall refer to the budget and accounts of the International Federation and shall also cover the use of funds entrusted to the International Federation in the capacity of agent or trustee.

### SECTION VII

#### CO-OPERATION

#### Article 39

##### Regional Conferences

*Definition*

- 1 A Regional Conference is a meeting of the National Societies of a statutory region ~~as defined in the Rules of Procedure~~ with the purpose of:

**Commented [LdL141]:** Streamlining  
Consistency - definition is now in Article 6.

- promoting co-operation, networking and partnerships amongst the National Societies of the regions;
- identifying common humanitarian concerns and issues;
- striving to achieve common strategies of implementation with regard to decisions of the General Assembly, the Council of Delegates and the International Conference;
- making proposals to the Governing Board on matters related to the General Assembly and the Statutory Bodies of the Movement.

<i>Timing</i>	2	In principle a Regional Conference shall be held in each statutory region once every four years.
<i>Reports from the Secretary General</i>	3	The Secretary General shall provide a report for the approval of the Governing Board on the agenda and the administrative, technical, financial and other implications of forthcoming Regional Conferences. He/she shall also present a report on the results of any Regional Conference held.
<i>Secretariat assistance</i>	4	The Secretary General shall assist the host National Society in organising and holding a Regional Conference.
<i>Applicable rules</i>	5	A Regional Conference shall be held in conformity with the Constitution and the Rules of Procedure.

Article 40  
Co-operation with the ICRC

The International Federation shall maintain close contact with the ICRC. It shall co-operate with the latter in matters of common concern in accordance with the Statutes of the Movement and the agreements concluded between the International Federation and the ICRC.

Article 41  
Co-operation with other international organisations

The International Federation shall co-operate within the terms of the Constitution with international, intergovernmental and non-governmental organisations, as it deems appropriate.

Article 42  
Observers

The Governing Board and, if it is not in session, the President may, after consultation with the members of the Governing Board and in conformity with the Rules of Procedure, invite observers to participate in sessions of the General Assembly.

## SECTION VIII

### FINAL PROVISIONS

#### Article 43 Regulations

- 1 The General Assembly shall enact by a simple majority all regulations or rules relating to procedure and other matters as may be necessary for the implementation of the Constitution as well as for the accomplishment of the tasks of the International Federation.
- 2 Within the framework of the Constitution and of the Rules of Procedure in force, and subject to the approval of the General Assembly, the Governing Board and other bodies of the International Federation may also draw up such regulations as are necessary for the accomplishment of their respective tasks.
- 3 The General Assembly may, in a manner consistent with the Constitution, at any time amend such regulations by a simple majority.

**Commented [LD142]: Streamlining**

Clarification -The Rules of Procedure are technically rules, not regulations.

#### Article 44 Special Provisions

- 1 When, for any reason beyond its control, the General Assembly is prevented from meeting and thereby from electing the President, the National Societies to appoint the Vice-Presidents or, the National Societies members of the Governing Board, or from appointing or electing (as the case may be) the Chairs and members of the Commissions and Committees~~constitutional bodies~~, those serving at that time shall be authorised to continue to perform their function until the end of the next session of the General Assembly.
- 2 When, for any reason beyond its control, the Governing Board is prevented from meeting, and decisions are indispensable or desirable, and if the Secretary General is prevented from consulting the President or Vice-Presidents at the time when the session should have been held,

**Commented [LD143]: Substantive Proposal (Youth Commission Elections)**

Streamlining

the Secretary General shall take such steps as may be necessary to secure a decision by consulting the other members of the Governing Board by the most rapid means available. In this event, the Secretary General shall put each question in one and the same form to all the members of the Governing Board, and in such a manner that each question can be answered by a simple "yes" or "no". Decisions shall then be taken by a simple majority of the replies received and shall be valid if the number of such replies attains the quorum provided for in Article 24, ~~paragraph 2~~. Such decisions shall come into force at the expiry of a period of twenty-one days from the date of dispatch of the last communication.

**Commented [LdL144]:** Streamlining  
Consistency

The same procedure may be applied at any time for any important and urgent question for which a decision of the Governing Board is required and which cannot be postponed until the forthcoming regular meeting of the Governing Board.

- 3 When circumstances no longer make it possible to obtain the decisions mentioned in paragraph 2 of the present Article, the Secretary General shall, in exceptional cases, and in order that the work of the International Federation may be carried on, take decisions on all matters that are normally within the competence of the Governing Board. Before taking such decisions, the Secretary General shall consult, insofar as it is possible, the President, the Vice-Presidents and any members of the Governing Board who remain accessible and shall keep them informed of the action taken.
- 4 As soon as circumstances permit, the Secretary General shall take steps to enable the President to convene the Governing Board. When the Governing Board meets, the Secretary General shall submit to it a report on all measures he/she has taken since the last ordinary session of the Governing Board. At the same session, the Governing Board shall consider, if the question arises, the convocation of the General Assembly, in particular for the purpose of holding elections.

#### Article 45 Dissolution

~~Further to a~~ ~~Decisions~~ on the dissolution of the International Federation ~~can be taken only~~ by the General Assembly ~~in accordance with Articles 19.2 with a quorum and 20.5 of sixty five percent and a qualified majority of seventy five percent of the National Societies present and voting. In this case,~~ the net assets of the International Federation, after settlement of the debts, will be transferred to a body with legal capacity set up by the Governing Board with the purpose of endowing the capital of the International Federation if reconstituted within a year from the effective date of its dissolution, or of distributing the assets to any body or organisation the objects of which are as close as possible to those of the International Federation.

**Commented [LdL145]:** Streamlining  
Duplication – text already set out in Articles 19 and 20.

Article 46  
Interpretation of Texts

Any question or disagreement concerning the interpretation or application of the Constitution which for any reason is not settled by the General Assembly shall be referred to the Governing Board and then submitted again to the General Assembly for its final decision.

Article 47  
Amendments to the Constitution

~~1 The provisions of the Constitution can be amended only by the General Assembly with a quorum of sixty-five percent and a qualified majority of seventy-five percent of the National Societies present and voting.~~

2 Proposals to amend the Constitution may be put to the vote in accordance with Articles 19.2 and 20.5 only when submitted by a National Society supported by at least five National Societies, or by the Governing Board.

**Commented [LdL146]: Streamlining**  
Duplication - text is already set out in Articles 19 and 20.

**Commented [LdL147]: Streamlining**  
Clarification

Article 48  
Entry into force

[Subject to Article 49] this Constitution shall come into force at the end of the ~~21<sup>st</sup> 0<sup>th</sup>~~ session of the General Assembly, ~~6 [ ]~~ November/December 2017~~5~~, at which time the former Constitution shall stand repealed.

**Commented [LdL148]: Entry in Force date to be inserted when adopted by the General Assembly to ensure accuracy and certainty of the date as per the May 2017 version (rather than an anticipated date).**

Article 49  
Transitional Provisions

~~Finance  
Commission  
Audit and Risk  
Commission~~

1 Notwithstanding Article ~~29~~, ~~the Chair and nine members of the Finance Commission appointed in 2015 by the General Assembly shall remain in appointment until their term expires at the General Assembly meeting session in 2019, whereupon a Chair and five members of the Finance Commission will be appointed in accordance with Article 29. 30, the Governing Board shall appoint at its first ordinary session after the General Assembly 2015 the Chair and members of the Audit and Risk Commission for a term of office lasting until the General Assembly 2019.~~

**Commented [LdL149]: Substantive Proposal (Finance Commission Composition)**  
It is proposed that the Finance Commission shall be composed of five members plus a Chair, to be implemented at the General Assembly session in 2019. **Clarification that the Chair must be also mentioned as per Article 29.**

2 ~~The Chair of the Audit and Risk Commission shall take up Governing Board membership upon appointment.~~



## 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, co-operation 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 continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

### **independence**

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

### **voluntary service**

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

### **unity**

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

### **universality**

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

The Fundamental Principles were proclaimed by the XXth International Conference of the Red Cross, Vienna, 1965. This is the revised text contained in the Statutes of the International Red Cross and Red Crescent Movement, adopted by the XXVth International Conference of the Red Cross, Geneva, 1986.





# International Federation of Red Cross and Red Crescent Societies

## RULES OF PROCEDURE

**Commented [LdL1]: Streamlining**

Renumbering of Index. Renumbering generally and check for cross references once reviewed and finalised, and consequential amends to Regulations.

Revised and adopted by the VIth Session of the General Assembly,  
Rio de Janeiro (Brazil), November 1987

Amended by the VIIIth Session of the General Assembly,  
Budapest (Hungary), November 1991, and

by the IXth Session of the General Assembly,  
Birmingham (UK), October 1993, and

by the Xth Session of the General Assembly,  
Geneva (Switzerland), November 1995

Revised and adopted by the 12th Session of the General Assembly,  
Geneva (Switzerland), October 1999

Revised and adopted by the 16th Session of the General Assembly,  
Geneva (Switzerland), November 2007

Amended and adopted by the 20<sup>th</sup> Session of the General Assembly,  
Geneva (Switzerland), December 2015

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**Commented [LdL2]: Streamlining**  
'Commissions and Committees' is a defined term.

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**Commented [LdL3]: Streamlining**  
'Commissions and Committees' is a defined term.

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**Commented [LdL4]: Streamlining**  
Consistency of defined terms.

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## SECTION I

### GENERAL PROVISIONS

#### Rule 1

#### Object, definition, official name

- Object* 1.1 The general object of these Rules of Procedure (the "Rules") is to ensure the implementation of the Constitution of the ~~International Federation of Red Cross and Red Crescent Societies~~ (the "Constitution").
- Definition* 1.2 These Rules shall regulate the work of all bodies of the International Federation ~~of Red Cross and Red Crescent Societies~~ (the "~~International Federation~~"), established either by the Constitution or by a ~~Statutory Body~~ of the International Federation.
- Official name* 1.3 The official name of the International Federation shall be the "International Federation of Red Cross and Red Crescent Societies", and shall be used in all documents having legal consequences. In letterheads and publications the International Federation logo as described in the annex shall be used.

**Commented [LD5]: Streamlining**  
Consistency -This is a defined term under the Constitution. See Rule 44.

**Commented [LD6]: Streamlining**  
Consistency -These are defined terms under the Constitution. See Rule 44.

## SECTION II

### ~~ADMISSION AND MEMBERSHIP OF~~ NATIONAL SOCIETIES

**Commented [LdL7]: Streamlining**  
Clarity of Language -Membership now dealt with under Section III

#### Rule 2 Admission

*Application for admission* 2.1 ~~National Red Cross and Red Crescent Societies wishing to join the International Federation must send their application to the President of the International Federation (the "President").~~

**Commented [LdL8]: Streamlining**  
Duplication -President is already a defined term in Article 7 in the Constitution. See Rule 44.

*Presentation of documents* 2.12 The following documents shall be attached to the application for admission submitted to the President:

- a) the statutes of the applicant National Society;
- b) an account of the applicant National Society's activities during the two years preceding the application;
- c) written evidence of the circumstances which brought about the formal recognition of the applicant National Society by the government of its country;
- d) a written statement in which the applicant National Society:

- i. ~~—acknowledges having reviewed the Constitution and agrees to respect its provisions and all other statutory texts and decisions of the General Assembly;~~
- ii. ~~e) a written statement in which the applicant National Society~~ commits itself to pay its annual financial contribution to the International Federation in accordance with Article 36.2. ~~paragraph 2~~ of the Constitution.

**Commented [LdL9]: Streamlining**  
Consistency with Article 7 and Clarification. The reference to "all other statutory texts and decisions of the General Assembly" so as to clarify that a National Society's undertaking is also in relation to those texts/decisions.

**Commented [LdL10]: Streamlining**  
Consistency & Duplication -Text already in sub-paragraph (d)

*Examination of documents* 2.23 The Secretary General of the International Federation (the "Secretary General") shall, after due consideration of the recommendation of ~~the~~ Joint ICRC / International Federation Commission for National Society Statutes ("Joint Statutes Commission")<sup>1</sup>, examine the application as well as the

<sup>1</sup> The Joint ICRC/International Federation Commission for National Society Statutes was set up by the ICRC and the International Federation following the agreement between the two institutions of 1969 in order to jointly examine the applications for recognition and admission of National Societies and to study the Statutes of National Societies. The XXIInd International Conference of the Red Cross (Teheran, 1973, res. VI) and the XXIVth International Conference (Manila, 1981, res. XX) have confirmed their request to both institutions in regard of the

documents annexed thereto, in order to determine whether the conditions for ~~recognition and~~ admission as provided by the Constitution and these Rules are satisfied.

The Secretary General shall, after such further consultation with the applicant National Society as may be necessary, submit to the Governing Board a report containing a determination as to whether or not ~~If the documents annexed are in accordance with the conditions for admission are satisfied as provided for by the Constitution and these Rules,~~ the Secretary General shall submit a report, together with the comments of the Joint Statutes Commission and any other comments.

~~to~~ The Governing Board shall consider the Secretary General's report and which shall decide upon the provisional admission of the National Society at its next session. In the event that the Governing Body does not admit the National Society on a provisional basis, the application will not be presented to the General Assembly.

~~If, however, the documents annexed are not in accordance with the conditions for admission as provided for by the Constitution and these Rules, the Secretary General shall, after such further consultation with the applicant National Society as may be necessary, submit to the Governing Board a report containing his/her comments.~~

*Provisional admission* 2.4 ~~Once the Governing Board has admitted a National Society on a provisional basis, it shall present the application to the General Assembly at its first session following the decision of the Governing Board on the matter.~~

*Final admission* 2.5 ~~A National Society shall become a member of the International Federation as soon as the General Assembly has approved its admission.~~

Rule 3  
Compliance and Mediation Committee

*Compliance and Mediation Committee* 3.1 ~~The first objective of the Compliance and Mediation Committee (Article 32 of the Constitution) shall be to seek resolution of any potential breaches of integrity or of any disagreement submitted to it, as expeditiously as possible and with full respect for due process. The Secretary General shall support the Committee in its work, in particular by making relevant information available.~~

~~The Committee shall meet at least once a year. It shall otherwise agree its own working procedures, in consultation with the~~

joint examination of applications for recognition and admission and the Statutes of National Societies, and in particular the role of their Joint Commission in this respect-

**Commented [LdL11]: Streamlining Clarification** -The Secretary General reviews the application to determine whether the conditions for admission are satisfied. The conditions for admission are defined in Article 7 to include recognition by the ICRC (which is a separate process).

**Commented [LdL12]: Streamlining Clarification & Consolidation**  
Amendments to clarify and reflect the existing process. Please note that –  
- The Secretary General may consult with National Societies whether or not the conditions are satisfied (previously this option was only there if not satisfied);  
- Both reports include the Secretary General's determination together with any other comments – as well as The Comments of The Joint Statute Commission;  
Final sentence is just for clarification and completeness.

**Commented [LdL13]: Streamlining Consolidation** -Text integrated into paragraph 2.2.

**Commented [LdL14]: Streamlining Consolidation**- Rule 2.4 moved to Article 7 of the Constitution.

**Commented [LdL15]: Streamlining Consolidation**-Rule 2.5 moved to Article 7 of the Constitution.

**Commented [LdL16]: Streamlining**  
Moved to Article 32.

**Commented [LdL17]: Streamlining**  
Moved to Rule 35.3

Governing Board. Such procedures shall include agreement upon the preparation and scope of the records of its meetings. The work and reports of the Committee and its Panels shall be kept confidential.

*Composition*

3.2 In conformity with ~~Articles 32, paragraph 2 and 34, paragraph 7~~ of the Constitution, the Chair and members of the Committee shall be appointed by the General Assembly, in a personal capacity, on the nomination of the Election Committee.

**Commented [LdL18]: Streamlining**  
Duplication of Article 32.1

~~An individual serving in an official position of the International Federation, whether through appointment by a National Society or in an individual capacity, shall not be eligible to serve as a member of the Committee.~~

**Commented [LdL19]: Streamlining**  
Moved to Rule 35A (Member's Profile)

~~If the Chair or a member resigns before completion of his/her full term, the Governing Board may, on the proposal of the Election Committee, appoint an interim Chair or member to serve until the next session of the General Assembly.~~

**Commented [LdL20]: Streamlining**  
Moved to Rule 31 (Vacancies in office)

SECTION III

INTEGRITY AND COMPLIANCE

Rule 3

*Allegations of Breach of Integrity and Disputes*

*Review of allegation of breach of integrity*

3.1 On receipt, ~~in accordance with Article 32 of the Constitution, from a National Society, any Constitutional Committee or Commission in consultation with the President, or a statutory body of the International Federation of an~~ ~~allegations~~ of a breach of integrity carried out by a National Society, or by any Organ, Commission or Committee ("~~Statutory Body~~") ~~(except the Compliance and Mediation Committee itself), under Article 32, the Secretariat Chair of the Compliance and Mediation Committee shall inform the National Society, or Statutory Body against which the allegations were made, and the President and (where applicable) the Vice-President from of the relevant statutory geographical region.~~

**Commented [LdL21]: Streamlining**  
Clarification that elements of Rule 3 also apply to disputes. See Rule 3.6.

**Commented [LdL22]: Streamlining**  
**Duplication** - the deleted text is already set out in Article 32.3 & **Consistency of Language** (e.g. Statutory Body was referred to in Rule 3 but was not defined)

**Commented [LdL23]: Substantive (Compliance & Integrity)**  
Clarification that the Compliance and Mediation Committee will not resolve any breaches of integrity that implicate itself.

**Streamlining** - Duplication of reference to Article 32 and consistency of language.

**Commented [LdL24]: Substantive Proposal (Compliance & Accountability)**  
Simplification of Process

*Initiation of independent review*

3.2 In the case of a potentially grave integrity breach concerning a National Society~~ies~~ which, in the reasonable opinion of the Compliance and Mediation Committee places at risk the image and reputation of the International Federation, the Committee may on its own initiative, and in accordance with ~~criteria terms and conditions~~ adopted by the Governing Board, review the potential integrity breach. The Chair of the Committee shall inform the

**Commented [LdL25]: Streamlining**  
Consistency with language in Article 32

Preliminary  
review and  
substantiation

3.3

National Society, ~~concerned~~ and the President ~~and (where applicable) the Vice-President from the relevant statutory region.~~

The Chair, together with two other members of the Compliance and Mediation Committee, shall review the information received and determine whether the allegations or information received under paragraphs 3.1 or 3.2 (“allegations”) are substantiated by sufficient evidence to merit an inquiry.

If the Chair and the two other members determine that the allegations are inadequately substantiated, no inquiry shall be made. The Chair shall communicate this outcome, with reasons, to the National Society or ~~S~~statutory ~~B~~body that submitted the allegations; to the National Society or ~~s~~Statutory ~~b~~Bbody against which the allegations were made; and to the President and (where applicable) the Vice-President ~~from~~~~of~~ the relevant ~~statutory geographical~~ region. The Governing Board may, on appeal by the submitting National Society or ~~s~~Statutory ~~b~~Bbody, or by its own decision, request the Chair to form a Panel to conduct a neutral inquiry into the allegations.

If the Chair and the two other members determine that the allegations are adequately substantiated, the Chair may consult informally with the National Society or ~~s~~Statutory ~~b~~Bbody in order to endeavour to resolve the matter.

**Commented [LdL26]: Substantive Proposal (Compliance and Accountability)**  
Consistency with Rule 3.1

**Commented [LdL27]: Streamlining**  
Clarification that both allegations (paragraph 3.1) and independent reviews (paragraph 3.2) fall under these procedures.

**Commented [LdL28]: Streamlining**  
Consistency



*Compliance and Mediation Panel*

3.4 If allegations of a breach of integrity are determined to have been adequately substantiated but cannot be resolved informally, the Chair shall form a Panel in accordance with Article 32 of the Constitution composed of a minimum of three and a maximum of five members of the Committee to conduct a neutral inquiry into the allegations. One of the members shall be appointed as rapporteur.

**Commented [LdL29]: Streamlining**  
Duplication -This is already in Article 32 of the Constitution.

The Panel shall notify the National Society or sStatutory bBody in writing of the details of the allegations made, and shall request a written response.

**Commented [LdL30]: Streamlining**  
Consistency

On receipt of a written response from the National Society or Sstatutory Bbody, the Panel may, if it deems necessary, collect additional information in connection with the allegations or request the Secretary General to provide expertise or to seek external expertise. The scope of any such activities must stay within the approved budget. Any new information collected by the Panel must be provided to the National Society or sStatutory bBody in writing, with an opportunity given to respond.

On conclusion of its consideration of the allegations, the Panel shall issue to the National Society or sStatutory- Bbody, with a copy to the Chair, a final report including its recommendations for the resolution of any breach of integrity that could not be resolved during the course of the Panel's work.

*Action by the Governing Board*

3.5 If the Panel's recommendations require any action by the Governing Board, as outlined in Articles 23, paragraph 1 (n) and 23.1(o) of the Constitution, ~~or by the General Assembly, as outlined in Article 1.7, paragraph 1 (b) of the Constitution~~, the Panel ~~or the Chair, as the case may be~~, shall submit a report to the Governing Board, including a summary of ~~the Panel's~~ findings, measures taken to resolve the matter and recommendations for any further action to be taken.

**Commented [LdL31]: Streamlining**  
Consistency

**Commented [LdL32]: Substantive Proposal (Compliance and Accountability)**  
Moved to Rule 3.6

**Commented [LdL33]: Substantive Proposal (Compliance & Accountability)**  
Simplification of Procedures - Either the Panel or the Chair can submit the final Report to the Governing Board.

The President shall immediately inform the National Society or sStatutory- bBody concerned, and shall invite it for a hearing at a closed session of the Governing Board, at which the Governing Board shall discuss and/or decide the case.

*Action by the General Assembly*

3.6 If the Panel's recommendations require any action by the General Assembly, as outlined in Article 17.1(b)(ii) of the Constitution, the Panel or the Chair, as the case may be, shall submit a report to the General Assembly, including a summary of the Panel's findings, measures taken to resolve the matter and recommendations for any further action to be taken.

**Commented [LdL34]: Substantive Proposal (Compliance & Accountability)**  
This clarifies the General Assembly procedures when there is a breach of integrity by the Governing Board.

*Disputes*

3.7 The procedures for the handling of disputes shall be set out in the working procedures of the Compliance and Mediation Committee.

**Commented [LdL35]: Streamlining**  
Reflection of current practice and clarification of procedures for the handling of disputes.

Rule 4  
Suspension and re-instatement of a National Society

- |                                  |     |   |
|----------------------------------|-----|---|
| <i>Hearing and consideration</i> | 4.1 | <p>If on receipt of a report <del>from of the Panel</del> <u>convened pursuant to Rule 3</u> it appears to the Governing Board that the situation of a National Society may have fallen into one of the cases provided for in <u>Articles 12-paragraph 2</u> (“Suspension”) or <u>Article 13-paragraph 1</u> (“Expulsion”) of the Constitution, the Governing Board shall send a written notice to the National Society identifying the possible fault and requesting it to submit its response for consideration by the Governing Board at its next session.</p> <p>The National Society shall have the right to be heard at the Governing Board, in a closed session.</p>   |
| <i>First written warning</i>     | 4.2 | <p>If the Governing Board determines, after due consideration of the National Society’s response, that the National Society has fallen into one of the cases provided for in <u>Articles 12-paragraph 2</u> or <u>Article 13-paragraph 1</u> of the Constitution, the Governing Board may issue a written warning to the National Society.</p>  |
| <i>Suspension</i>                | 4.3 | <p>If the Governing Board, at its next session following issuance of a written warning, determines that the National Society has not resolved the issue, it may - once having allowed the National Society a second opportunity to be heard, and after due consideration of the matter in closed session - suspend the membership of the National Society, and/or recommend to the General Assembly the expulsion of the National Society. <u>The International Federation shall give notification of this decision to the National Society concerned and the government of its country as well as to all National Societies and components of the Movement.</u></p> <p>Any decision to suspend the membership or recommend the expulsion of a National Society must be supported by a report of the Governing Board, including all information and copies of all documentation considered by the Governing Board in reaching its decision.</p> |
| <i>Appeal</i>                    | 4.4 | <p><del>A National Society may appeal against the decision in favour of its suspension to the General Assembly. The suspension shall remain valid, however, unless and until overturned by the General Assembly.</del> On receipt of an appeal from a National Society, the General Assembly shall review in closed session the Governing Board’s report, together with any additional information presented to it by the National Society, and shall give the National Society an opportunity to be heard.</p>   |
| <i>Re-instatement</i>            | 4.5 | <p>The Governing Board may re-instate the National Society after:</p>   |

**Commented [LdL36]:** Streamlining  
Clarity of language

**Commented [LdL37]:** Streamlining  
Clarity of language

**Commented [LdL38]:** Substantive Proposal (Compliance and Accountability)  
Clarification of Process and Due Process  
  
All National Societies and components of the Movement should be equally notified.

**Commented [LdL39]:** Streamlining  
Moved to Article 12 of the Constitution.

- determining that the National Society has resolved the issue for which its membership was suspended,
- assessing that these difficulties are unlikely to be repeated in the foreseeable future, and
- receiving from the National Society an assurance that these difficulties will not be repeated.

The International Federation shall give notification of this decision to the National Society concerned and the government of its country as well as to all National Societies and components of the Movement.

**Commented [LD40]:** Substantive Proposal (Compliance and Accountability)  
Clarification of Process and Due Process  
All National Societies and components of the Movement should be equally notified.

Rule 5  
Expulsion and re-admission

*Expulsion* 5.1 The Governing Board may recommend to the General Assembly the expulsion of a National Society only after having taken all the steps set out in Rule 4.1–3. Such recommendation shall be made by submission of a report including all information and copies of all documentation on which the recommendation is based, and detailing the steps taken to date.

*Hearing and consideration* 5.2 On receipt from the Governing Board of a recommendation for the expulsion of a National Society by the General Assembly, the Secretary General shall send a written notice to that National Society of the recommendation and its justification, inviting the National Society to submit its response for consideration by the General Assembly at its next session.

*Expulsion* 5.3 After due consideration of the matter in closed session, and after allowing the National Society an opportunity to be heard at the General Assembly, the General Assembly may expel the National Society. The International Federation shall give notification of this decision to the National Society concerned and the government of its country as well as to all National Societies and components of the Movement.

*Re-admission* 5.4 ~~In conformity with Article 13, paragraph 5 of the Constitution, the National Society expelled may apply for re-admission.~~ The General Assembly may re-admit the National Society, following the procedure laid down in Article 7 of the Constitution, after:

- determining that the National Society has resolved the issue for which its membership was terminated,
- assessing that these difficulties are unlikely to be repeated in the foreseeable future, and

**Commented [Ldl41]:** Substantive Proposal (Compliance and Accountability)  
Clarification of Process and Due Process  
All National Societies and components of the Movement should be equally notified.

**Commented [Ldl42]:** Streamlining  
Duplication -Text already in Article 13 of the Constitution.

- receiving from the National Society an assurance that these difficulties will not be repeated.

The International Federation shall give notification of this decision to the National Society concerned and the government of its country as well as to all National Societies and components of the Movement.

**Commented [LD43]:** Substantive Proposal (Compliance and Accountability)  
Clarification of Process and Due Process

All National Societies and components of the Movement should be equally notified.

## SECTION IVH

### GENERAL ASSEMBLY

#### Rule 6

#### Ordinary sessions

*Place and date of sessions*

6.1 The opening date and the duration of all sessions of the General Assembly shall be fixed by the Governing Board if the General Assembly has not itself already decided on these matters. ~~The General Assembly shall meet in ordinary session once every two years,~~ as close as possible to the twenty-fourth month since the previous ordinary session.

**Commented [LdL44]:** Streamlining  
Duplication -Text is already in Article 18 of the Constitution.

6.2 If, as an exception to Article 18, ~~paragraph 1~~ of the Constitution, an invitation is received from a National Society for the General Assembly to meet elsewhere than at the headquarters of the International Federation the decision to accept the invitation shall be made by the General Assembly if it is in session.

6.3 Such an invitation may only be accepted by the General Assembly subject to the provision by the inviting National Society to the Secretary General of the following assurances in writing:

- an assurance from its government that all National Societies will be allowed to send delegations to take part in the session;
- an assurance that all practical arrangements for an effective General Assembly can be fulfilled;
- an assurance that all additional costs over and above those normally incurred by sessions held at the headquarters of the International Federation will be met.

*Exceptional circumstances*

6.4 In the application of Article 18, ~~paragraph 3~~ of the Constitution the following circumstances shall, in particular, be regarded as exceptional:

- if a session of the General Assembly cannot be arranged by the inviting National Society because it is no longer able to

assure the right of all National Societies to attend the session;

- b) if the country to which the inviting National Society belongs becomes involved in a conflict of whatever kind, including internal disorders, on a scale or of such a nature as would render the holding of the session impossible or inappropriate;
- c) if the country of the inviting National Society is affected by a natural disaster on a scale or of such a nature as would render the holding of the session impossible or inappropriate;
- d) if the inviting National Society is suddenly confronted with financial difficulties.

Before decisions are taken in compliance with Article 18, paragraph 3 of the Constitution, the inviting National Society will be given an opportunity to request a meeting with the Governing Board.

**Commented [LdL45]:** Streamlining Consistency

#### Rule 7 Convocation

The General Assembly shall be convoked by the President at the place and on the date determined in accordance with Rule 6. At least five months before the opening of the session the Secretary General shall dispatch to all National Societies, by registered mail or by any other means that provide evidence of transmission, the notice of convocation, the provisional agenda drawn up by the Governing Board and relevant practical information.

#### Rule 8 Agenda and papers for the session

*Contents  
of the  
provisional  
agenda*

- 8.1 The provisional agenda for an ordinary session shall among other items comprise:
- Roll call
  - Adoption of the agenda
  - Admission, suspension, expulsion or re-admission of National Societies
  - Appointment of the drafting committee
  - Approval of the records of the preceding session
  - Statement by the President
  - Report by the Secretary General
  - Report by the Governing Board

- Reports by the Finance Commission, Audit and Risk Commission, Youth Commission, Compliance and Mediation Committee and Election Committee
- Financial reports by the Secretary General for the preceding two financial years
- Budgetary proposals by the Secretary General for the ensuing two financial years
- Reports by advisory bodies established by the Assembly
- Items decided by the General Assembly at a previous session
- Items proposed by the Governing Board
- Elections and appointments.

*Provisional agenda and observations*

8.2 A first draft of the provisional agenda shall be sent out to all National Societies for informal consultation, giving sufficient notice for any National Society to present observations, amendments or additions to this provisional agenda. These must reach the Secretary General at least twenty days before the penultimate ordinary session of the Governing Board preceding the General Assembly. The Governing Board shall examine these observations, amendments or additions at its penultimate ordinary session and decide on the provisional agenda to be submitted with the convocation, together with a request for further comments to reach the Secretary General no later than twenty days before the ordinary session of the Governing Board immediately preceding the General Assembly. At that session the final draft agenda will be established for adoption at the first meeting of the General Assembly.

8.3 The Secretary General shall be responsible for the preparation of the documents, or for collecting them from National Societies or other appropriate bodies, as the case may be. All available documents shall be dispatched forty days before the opening of the session. A second despatch may be arranged not later than fourteen days after the last ordinary Governing Board meeting preceding the General Assembly.

*Final agenda*

8.4 The final agenda shall be adopted by decision of the General Assembly. Only items which the General Assembly considers to be urgent and important may be added to the agenda during the session.

Rule 9  
Extraordinary sessions

*Extraordinary Sessions*

Rules 7 and 8 shall also be applied, with due alteration of details, to extraordinary sessions of the General Assembly, with the following modifications:

- a) if the General Assembly is convoked in accordance with Article 18, ~~5, paragraph 5~~ of the Constitution, the President shall fix the place and date;
- b) if the session is convoked on the initiative of National Societies, the date and place shall be fixed by the President in consultation with the Secretary General, and shall be held between the twenty-first and the fortieth day following the receipt at the headquarters of the International Federation of the request for convocation;
- c) the provisional agenda shall be dispatched to National Societies without delay.

**Commented [LdL46]:** Streamlining  
Consistency

Rule 10  
Delegations of National Societies

- Delegations* 10.1 Each National Society shall be represented by a delegation of not more than five persons.
- The names of the members of each delegation and the appointment of one of them as chief of delegation shall be communicated to the Secretary General at least fifteen days before the opening of the session. If a National Society changes the composition of its delegation during a session of the General Assembly, it shall notify the Secretary General immediately.
- Accreditation* 10.2 In cases of serious doubt the Secretary General may ask individuals registered as delegates to provide evidence of their legitimacy to represent their National Society. Should such evidence not be considered satisfactory those individuals may be denied access to the General Assembly by its Chair.
- 10.3 No member of a National Society delegation to the General Assembly acting as chair of a session or of a meeting of the General Assembly may represent his/her National Society.
- 10.4 The alphabetical order of National Societies shall be the alphabetical order of the French names of the countries to which they belong.

Rule 11  
Observers

- Observers* 11.1 In accordance with Article 42 of the Constitution, the observers to be invited to participate in the ordinary sessions of the General Assembly are, among others:

- a) the International Committee of the Red Cross;
- b) other international organisations ;
- c) governmental or non-governmental organisations;
- d) National Societies pending recognition and admission, on condition that they are conducting their activities in conformity with the Fundamental Principles.

- |                                |      |   |
|--------------------------------|------|---|
| <i>Statements by observers</i> | 11.2 | At the invitation of the Chair of a session of the General Assembly, observers may make statements on matters of special interest to their organisations.   |
| <i>Access to documents</i>     | 11.3 | Observers shall have access to such documents of the General Assembly as the Secretary General considers appropriate. Observers may submit documents to the Secretary General, who shall determine in what form and to what extent these may be distributed during the session. |
| <i>Guests</i>                  | 11.4 | The President may, with the agreement of the Governing Board, issue invitations to guests for an ordinary session or part of an ordinary session of the General Assembly.   |

Rule 12  
Chairmanship

- 12.1 The General Assembly shall be chaired by the President of the International Federation.
- 12.2 The President may delegate the chairmanship of a meeting or a session of the General Assembly to a Vice-President.

Rule 13  
Opening and conduct of business

- |                                  |      |  |
|----------------------------------|------|--|
| <i>Opening of session quorum</i> | 13.1 | The Chair may declare open a session of the General Assembly and allow deliberations to proceed only when there is a quorum present in accordance with Article 19 of the Constitution.   |
|                                  | 13.2 | The Chair shall preside over all debates. In addition to the powers conferred upon him/her elsewhere in these Rules, he/she shall declare the opening and closing of each plenary meeting of the session, ensure observance of these Rules, put questions and issues to the vote and announce the results. |



Rule 14  
Depositing of texts

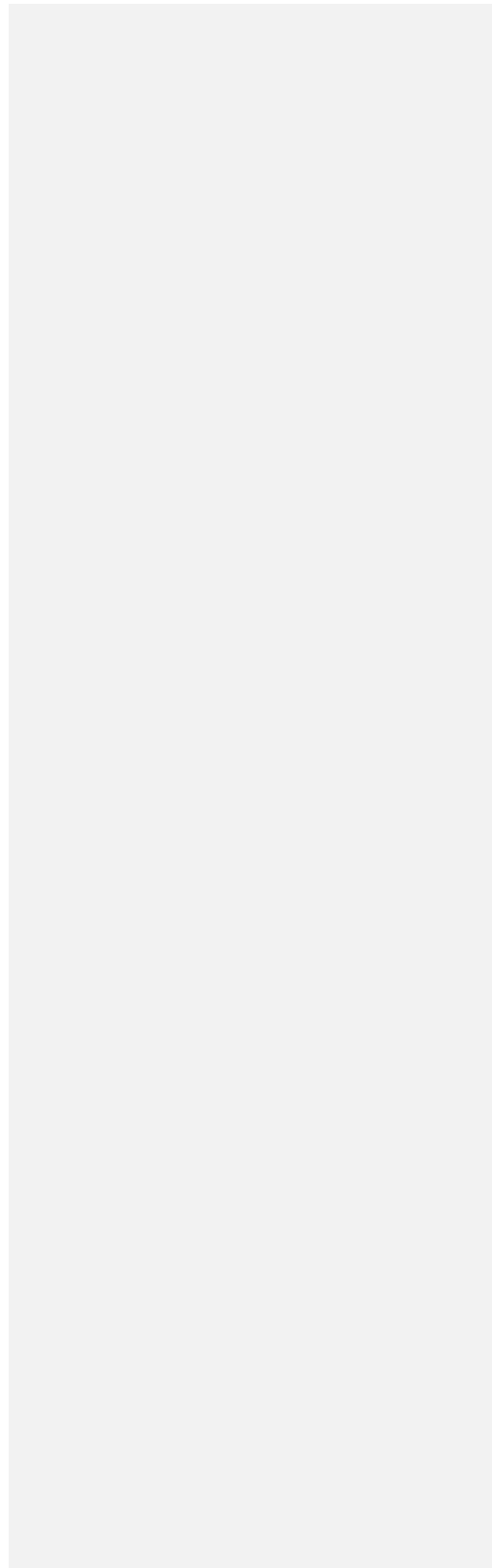
- 14.1 Proposals for draft decisions to be submitted to the General Assembly shall be deposited with the Secretary General before each meeting in sufficient time for translation, printing and distribution.
- 14.2 As a general rule, proposals and amendments may only be discussed and voted upon when the delegates have been in a position to take note of their exact text. A proposal submitted during the course of a meeting may only be discussed at that meeting with the permission of the General Assembly.
- 14.3 As a general rule, reports submitted to the General Assembly in writing shall not be read out.

Rule 15  
Languages

- Official languages* 15.1 The six official languages of the General Assembly shall be Arabic, Chinese, English, French, Russian and Spanish. These six languages may be used in debates without the prior permission of the Chair. Any delegate using one of the official languages which is not at the same time a working language (i.e. Chinese or Russian) shall provide for its interpretation into one of the working languages.
- Working languages* 15.2 The working languages of the General Assembly shall be those in which simultaneous interpretation is provided and shall be the only languages in which documents relating exclusively to items on the agenda will be prepared. The working languages of the General Assembly shall be Arabic, English, French and Spanish.
- Other languages* 15.3 Any delegate wishing to speak in a language which is not a working language shall provide for its interpretation into one of the working languages. If the language in which he/she wishes to speak is not an official language, he/she shall obtain the permission of the Chair to use it.
- 15.4 If the National Society hosting the Assembly wishes to have any other language recognised as a working language it shall cover all costs involved.
- Simultaneous interpretation and translation* 15.5 Simultaneous interpretation and translation into the working languages shall be the responsibility of the Secretariat if the session takes place in Geneva. If the session takes place elsewhere on the invitation of a National Society, the host National Society shall have that responsibility in accordance with Rule 6.3.

*Documents*

15.6 All documents shall be submitted to the General Assembly in one of the working languages.



Rule 16  
Debates

- 16.1 A representative of a National Society may only take the floor after having obtained the permission of the Chair.
- 16.2 National Societies shall be called upon in the order in which they have signified their interest to speak. Priority shall be given to the chair or rapporteur of a Commission, Committee constitutional or advisory body, or to the delegate responsible for the respective report, proposal or amendment under discussion.
- 16.3 Expressions of congratulations and/or thanks may be given in the form of a single vote of thanks. Speakers shall limit their intervention to the subject under discussion.
- 16.4 The Chair may call a speaker to order if his/her remarks are not relevant to the subject under discussion or not compatible with the Fundamental Principles. If necessary, the Chair may withdraw permission to speak.
- 16.5 The duration of any one intervention by a delegation on the same item shall not exceed ten minutes, but may be extended or shortened on the proposal of the Chair or of one of the delegations and by decision of the General Assembly.
- 16.6 The Secretary General or his/her representative shall have the right to request the floor at any time to make statements in the General Assembly on any matter under discussion.

**Commented [LdL47]:** Streamlining Consistency.

Rule 17  
Proposals, motions and amendments

- Order* 17.1 Proposals, motions and amendments shall be discussed in the order in which they are presented, unless the Chair decides otherwise.
- Point of order* 17.2 If, during a discussion, a delegation raises a point of order the discussion shall be suspended and the point of order immediately decided by the Chair. A delegate raising a point of order may not speak on the substance of the matter under discussion.
- Motions to adjourn or close* 17.3 Motions to adjourn or to close the debate shall have priority over all other motions. Unless the Chair decides otherwise, only one delegate may speak for, and one against (a) a motion to adjourn or to close a debate or (b) a point of order.
- 17.4 Discussion upon each question shall be closed when there are no further speakers or when a motion of closure proposed by a delegation and supported by four other delegations has been adopted by the General Assembly.

- Appeal* 17.5 A delegation may appeal against the ruling of the Chair. The appeal shall immediately be put to the vote, and the Chair's ruling shall stand unless over-ruled by a simple majority of the National Societies present and voting.
- Closing of the list of speakers* 17.6 During the course of a debate, the Chair may announce the list of speakers and, with the consent of the General Assembly, declare the list closed. He/she may, however, accord the right of reply to any member concerned by a previous intervention.

Rule 18  
Voting rights

- 18.1 The chief of delegation of each National Society, or his/her substitute, shall exercise the vote of that National Society. In accordance with Rule 30A, in the election of the Chair and members of the Youth Commission, a National Society's vote shall be exercised by a youth delegate nominated by a National Society's nominated youth delegate (either in person or remotely), or in the absence of such a nominated youth delegate, by the National Society's chief of delegation.
- 18.2 No National Society may vote on behalf of another National Society.
- 18.3 The Chair of the General Assembly shall have no vote in the General Assembly.
- 18.4 Observers and guests shall not have the right to vote.

**Commented [LdL48]: Substantive Proposal (Youth Commission Elections)**  
It is proposed that the Youth Commission's nominated youth delegate shall exercise the vote in relation to the Youth Commission elections (in person or remotely) ~~and in their absence, the chief of delegation will exercise the vote.~~  
Proposed clarification of language.

Rule 19  
Voting procedures

- General rule* 19.1 As a general rule, votes shall be taken by a show of hands.
- Electronic voting* 19.2 Voting may take place with the use of an electronic voting mechanism if facilities permit.
- Roll call* 19.3 The vote shall be taken by roll call if five delegations so request. In this event, the delegations shall be called in alphabetical order. The name of the National Society which shall vote first shall be chosen by the drawing of lots.
- Secret ballot* 19.4 The vote shall be taken by secret ballot if a simple majority of the National Societies present and voting so decides or in the circumstances set out in Rule 19.6. In this event, the Secretary

**Commented [LdL49]: Streamlining Consistency**

General shall if possible make available an electronic voting mechanism, with appropriate measures to ensure the secrecy of the vote is preserved or shall distribute paper ballots. In the case of voting by paper ballots, the Chair shall appoint, from among the delegates of National Societies present, two tellers who, with the assistance of the Secretary General or his/her representative, and after all the ballots have been collected, shall proceed to a count of the votes.

*Interruption of voting* 19.5 After the Chair has announced the beginning of voting, no delegate shall interrupt the voting except on a point of order in connection with the actual conduct of the voting.

*Voting for elected officials* 19.6 Voting for elected officials ([including the members and Chair of the Youth Commission](#)) shall be made by secret ballot. The secret ballot for all elections of officials to governance positions shall be held on the first full day of the General Assembly, unless otherwise agreed by the Governing Board. The elections shall be grouped into two voting rounds. There shall be a first voting round for the President and the Vice Presidents in accordance with Rules 28 and 29, respectively, followed by a second voting round for National Societies members of the Governing Board in accordance with Rule 30.

**Commented [LdL50]:** Substantive Proposal (Youth Commission Elections)

*Voting on proposals* 19.7 If two or more proposals relate to the same question, the General Assembly shall, unless it decides otherwise, vote on the proposals in the order in which they have been submitted. The General Assembly may, after each vote on a proposal, decide whether to vote on the next proposal.

*Voting on amendments* 19.8 When an amendment is moved to a proposal, the amendment shall be voted on first. When two or more amendments are moved to a proposal, the General Assembly shall first vote on the amendment furthest removed in substance from the original proposal and then on the amendment next furthest removed therefrom, and so on until all the amendments have been put to the vote. Where, however, the adoption of one amendment necessarily implies the rejection of another amendment, the latter amendment shall not be put to the vote. If one or more amendments are adopted, the amended proposal shall then be voted upon. A motion is considered an amendment to a proposal if it merely adds to, deletes from or revises part of the proposal.

*Priority of motion* 19.9 Subject to Rule 17, the following motions shall have precedence, in the order set out below, over all other proposals or motions:

- a) to suspend the meeting;
- b) to adjourn the meeting;

- c) to adjourn the debate on the item under discussion;
- d) to close the debate on the item under discussion.

Rule 20  
Definition of majorities

- |                          |      |   |
|--------------------------|------|---|
| <i>Simple majority</i>   | 20.1 | A simple majority consists of any majority obtaining the largest number of votes of <u>National Societies members</u> present and voting. |
| <i>Absolute majority</i> | 20.2 | An absolute majority consists of more than fifty per cent of National Societies present and voting.                                       |

**Commented [LdL51]:** Streamlining  
Consistency -See paragraph 2.

Rule 21  
Decisions

- 21.1 Decisions shall be taken in accordance with Article 20 of the Constitution and the results of all votes shall be announced by the Chair and indicated in the records. Amendments to proposals relating to matters for which a qualified majority has been provided require the same majority as the one required for the adoption of the original proposals.
- 21.2 Decisions for consideration by the General Assembly shall be put in writing in all working languages by a drafting committee appointed by the General Assembly for that purpose.

Rule 22  
Reconsideration of decisions

Permission to speak to a motion to reconsider shall be accorded only to the proposer of the said motion and to two speakers opposed to such a motion when supported by five delegations. Thereafter the motion shall be put to the vote after any reply from its proposer.

Rule 23  
Records

General Assembly

- 23.1 The Secretary General shall retain the recorded tapes of the meetings of the General Assembly. The record of the session shall include a summary of the discussions of the General Assembly, the text of the decisions taken by the General Assembly and the list of delegates. The record of the session shall also include the reports from the Statutory Bodies~~Commissions, Committeesconstitutional~~ and advisory bodies, as annexes.
- 23.2 The record of the session shall be distributed to National Societies within six months following the close of the session of the General Assembly.

**Commented [LdL52]:** Streamlining Consistency

SECTION IV

ELECTIONS AND APPOINTMENTS

**Commented [LdL53]:** Streamlining Consistency  
To mirror title of Constitution and reflect that this section has provisions which relate to the appointments of Commission/Committee members.

Rule 24  
Election Committee

**Commented [LdL54]:** Streamlining Majority of text moved to Article 33 (Election Committee)

Appointment

- 24.1 ~~In accordance with Articles 28 and 33 of the Constitution, an Election Committee shall be appointed by the General Assembly, on the proposal of the Governing Board.~~

**Commented [LdL55]:** Streamlining Duplication -Text already in Article 33 (Election Committee)

Composition

- 24.2 ~~The Committee shall consist of one member of each of four geographical regions (Africa, the Americas, Asia, Europe) and a Chair. When a member vacates office before completion of his/her full term for any reason (including possible conflict of interest) the Governing Board may appoint an interim member to hold office until the next session of the General Assembly.~~

**Commented [LdL56]:** Streamlining- Text already in Article 33 or moved to Rule 31 (Vacancies in Office).

Functions

- 24.3 ~~The Committee's tasks are set out in Article 33, paragraph 2 of the Constitution. When carrying out these tasks the Committee shall:~~
  - ~~(i) ensure that, by means of the development of campaigning standards, equal opportunities for consideration of all candidates are guaranteed;~~
  - ~~(ii) draw up objective criteria, such as education and professional Red Cross and Red Crescent experience for the different posts approved by the Governing Board.~~
  - ~~(iii) receive all applications for the posts of President, Vice Presidents and members of the Governing Board (individuals and National Societies), and inform the National Societies about the process.~~
  - ~~(iv) establish an election timetable and receive all the applications of candidates for the Finance Commission, Audit and Risk~~

**Commented [LdL57]:** Streamlining Moved to Article 33 (Election Committee).

~~Commission, Youth Commission and Compliance and Mediation Committee, and submit a list of candidates for appointment by the General Assembly.~~

~~(v) ensure that members proposed for constitutional bodies reflect the agreed criteria as set out in the Rules of Procedure and that the principles regarding a fair geographical distribution and gender are followed;~~

~~(vi) arrange secret ballots, where possible by means of a secure electronic voting mechanism, for the election of the President, of the National Societies entitled to appoint a Vice President, and of the National Societies seeking to be members of the Governing Board. No member of the Election Committee may be a candidate in these elections.~~

*Code of conduct* 24.4 ~~Each member of the Committee shall sign a code of conduct regarding possible conflicts of interest, to be agreed by the Governing Board.~~

**Commented [LD158]: Streamlining**  
Moved to Rule 35A (Common Procedures/Member's Profile)

*Ways of working* 24.5 ~~The Committee shall meet at least once a year. It shall otherwise agree its own working procedures, in consultation with the Governing Board. Such procedures shall include agreement upon the preparation and scope of the records of its meetings.~~

**Commented [LD159]: Streamlining**  
Moved to Rule 35 (Common Procedures)

#### Rule 24.5 Fair geographical distribution

*Principle of fair geographical distribution* 24.5.1 ~~The principle of fair geographical distribution shall be taken into account in connection with the nomination, appointment and election of the President, the National Societies entitled to appoint a Vice-President, the National Society members of the Governing Board, and Chairs and members of any Commission or Committee.~~

**Commented [LD60]: Streamlining Clarification and Consistency**  
Clarity of the general application of the principle of fair geographical distribution and that it applies to Commissions and Committees (as currently implied in the rules relating to the Finance, Audit and Risk and Youth Commissions).

*Statutory Regions* 24.2 ~~In accordance with Article 5.5 of the Constitution, the four statutory regions within the International Federation are:~~

**Commented [LD61]: Streamlining**  
Moved from Rule 24.2.  
To reflect practice, note reference to "Asia Pacific" instead of "Asia".

- ~~- Africa;~~
- ~~- the Americas;~~
- ~~- Asia-Pacific; and~~
- ~~- Europe~~

~~(together the "statutory regions").~~

*Elections* 24.3 ~~Before the elections of the President, of the National Societies entitled to appoint a Vice-President, and of National Societies seeking to be members of the Governing Board, referred to in Rule 24.3 (vi) the Secretary General, in consultation with the Governing Board and with the National Societies concerned, shall group~~

**Commented [LD62]: Streamlining Clarification**



those National Societies into the four ~~statutory~~ geographical regions ~~listed in Rule 24.2~~.

- 24.5. The General Assembly shall elect from each ~~statutory~~ geographical region one National Society to appoint a Vice-President and five National Societies members of the Governing Board.

**Commented [LdL63]:** Streamlining Consistency

Rule 256  
Gender considerations

The General Assembly, Election Committee and the Governing Board as relevant shall consider the principle of equitable gender balance in each Commission/Committee in connection with any nominations, appointments or elections of candidates serving in a personal capacity.

**Commented [LD64]:** Substantive Proposal (Youth Commission Elections)

The same principle shall be considered, to the extent possible, in relation to the nomination and election of the National Society members of the Governing Board.

**Commented [LdL65]:** Substantive Proposal (Gender Balance)  
Extension of the existing gender balance principle to the composition of the Governing Board.

Rule 267  
Submission and presentation of nominations for the President, Vice President and National Society members of the Governing Board

Filing of nominations

- 267.1 Nominations of persons for election to the office of President, of National Societies for the purpose of appointing Vice-Presidents, and of National Societies members of the Governing Board, may be made by the National Societies, and shall be submitted in writing to the Secretary General for dispatch to the Chair of the Election Committee not later than sixty days before the opening meeting of the session of the Assembly at which the elections are to take place. No member of the Election Committee may be a candidate in these elections.

**Commented [LdL66]:** Streamlining Consistency  
Rule 27.5 states that nominations are to be given to the Chair of the Election Committee (rather than the Secretary General).

- 267.2 Before submitting nominations National Societies shall first satisfy themselves that the candidates they propose are willing to serve.

**Commented [LdL67]:** Streamlining  
Moved from Rule 24.3(vi)

**Commented [LdL68]:** Streamlining  
Moved from Rule 27.5

Attestation to accompany nomination

- 26.3 Nominations of candidates acting in their personal capacity for an appointed or elected governance position must be accompanied by an attestation from both the International Federation and the nominating National Society stating the following:

- a. “The candidate has not been sanctioned by the International Federation or the nominating National Society in the past for:
  - i. Violating either institutions applicable Code of Conduct,
  - ii. Fraudulent or corrupt conduct, or for failing to declare a conflict of interest, or
  - iii. Violating laws or policies relating to sexual exploitation, abuse, discrimination or harassment.
- b. To the best of the knowledge of the nominating National Society of a candidate and the International Federation, the election or appointment of the respective candidate would not otherwise risk the reputation or standing of the Red Cross or Red Crescent network.”

The nomination of a President shall be accompanied by a CV in a format provided by the Election Committee and shall include a short statement in support of his/her candidature.

~~The Secretary General shall publish these nominations, including the CV and the statement, by appropriate means (including electronically) in all four working languages, as soon as possible after reception but not later than fifty days before the opening of the General Assembly.~~

Nominations of President and Vice Presidents

26.4

27.3

27.4

A National Society that accepts its nomination as a Society to appoint a Vice-President shall communicate to the Election Committee the name of the person it intends to appoint to the post. This communication shall be accompanied by a CV and a statement from that person. ~~The Secretary General shall publish the CV and statement by appropriate means (including electronically) in all four working languages, at least fifty days before the election.~~

Eligible candidates for the office of President and Vice-President shall have held similar senior office, and have a sufficient command of at least one of the working languages of the International Federation. Further details of the profile shall be established by the Election Committee for approval by the Governing Board.

Nominations for more than one position

26.5

Nominations for more than one position may be submitted simultaneously, on the understanding that:
 

- a. Once an individual has been elected to any one position all other nominations shall be withdrawn.

**Commented [LdL69]:** Streamlining  
Moved to Rule ~~26.6~~ 27.6

**Commented [LdL70]:** Streamlining  
Moved to Rule ~~26.6~~ 27.6

**Commented [LdL71]:** Streamlining  
Moved from Rules 28 and 29.

- b. Candidates cannot be nominated for both President and Vice-President as they will be elected in a single round of voting in accordance with Rule 19.6.

Publication of nominations

267. ~~The nominations shall be given to the Chair of the Election Committee. Before submitting nominations National Societies shall first satisfy themselves that the candidates they propose are willing to serve.~~  
65  
The Secretary General shall publish these nominations, including the CV (where required) and the statements and the attestations, by appropriate means (including electronically) in all four working languages, as soon as possible after reception but not later than fifty days before the opening of the General Assembly.

**Commented [LdL72]: Streamlining**  
Moved to Rule 27.1

**Commented [LdL73]: Streamlining**  
Moved from Rules 27.2 and 27.3

267. On the first full day of the General Assembly the Election Committee shall present to the chiefs of delegation all the nominations received, and the voting shall take place in accordance with Rule 19.6. Nominations other than those for the office of President shall be arranged in four separate lists according to the four ~~statutory geographical~~ regions ~~listed in Rule 24 b).~~  
76

**Commented [LdL74]: Streamlining**  
Consistency

Rule 27  
Nominations of the Chair and members of the ~~Constitutional~~ Commissions and Committees

Finance Commission, Audit and Risk Commission, Youth Commission and Compliance and Mediation Committee

27.1 Nominations for membership of a Commission or Committee (other than the Election Committee and Youth Commission), when vacancies arise, may be put forward by National Societies and sent to the Secretary General for dispatch to the Election Committee. They should reach the Election Committee at least sixty days before the session of the last ordinary meeting of the Governing Board before the session of the General Assembly at which the appointment of the Commission or Committee is to take place.

**Commented [LdL75]: Streamlining**  
This text consolidates the nominations provisions for all of the Commissions and Committees.  
**Consistency** - 'Commissions and Committees' is a defined term.

**Commented [LdL76]: Streamlining**  
Moved from Rules 35.3, 38.3 and 39.3.  
**Consistency** - proposed application of this general rule to the Compliance and Mediation Committee.

On the basis of the proposals received and the rules set out in paragraph 4, the Election Committee, following consultation with the Chair of the Commission or Committee, shall draw up a list of proposed candidates for submission to the Governing Board for its consideration at its last meeting before the next session of the General Assembly. The Election Committee shall present its recommendations to the General Assembly, including a recommendation for the appointment of the Chair.

**Commented [LdL77]: Streamlining**  
Clarification that the Election Committee should draw up the list of proposed candidates in accordance with the Rules set out in Rule 27.4.

Youth Commission

27.2 Nominations for membership of the Youth Commission, when vacancies arise, may be put forward by National Societies and sent to the Secretary General for dispatch to the Election Committee. They should reach the Election Committee at least sixty days before the session of the last ordinary meeting of the Governing Board before the session of the General Assembly at which the election of the Commission is to take place.

**Commented [LD78]: Substantive Proposal (Youth Commission Elections)**

On the basis of the proposals received and the rules set out in paragraph 4 the Election Committee, following review against the relevant criteria, shall draw up a list of candidates for the Chair and members of the Youth Commission for circulation to the National Societies for their consideration at least forty days before the next session of the General Assembly. Nominations, other than for the Chair, shall be arranged in four separate lists according to the four statutory regions.

**Commented [LdL79]: Streamlining**  
Clarification that the Election Committee should draw up the list of proposed candidates in accordance with the Rules set out in Rule 27.4.

~~Each National Society shall consult with their youth on the list of candidates.~~ The Election Committee shall present the nominations to the General Assembly.

**Commented [LdL80]: Substantive Proposal (Youth Commission Elections)**  
This sentence is no longer necessary in light of the proposal that the vote is to be exercised by the youth delegate nominated by the National Society.

The Governing Board shall submit to the General Assembly the proposed members of the Election Committee.

**Commented [LdL81]: Streamlining**  
Clarification -based on Article 33.1

*Election Committee* 27.3

The following rules will apply to all Commissions and Committees:

*All Commissions and Committees* 27.4

a. Rules 26.2 and 26.3 shall apply equally to Commissions and Committees.

**Commented [LdL82]: Streamlining**  
Clarification

b. All nominations for candidates for membership shall comply with the criteria set out in Rule 35A.

**Commented [LdL83]: Streamlining**  
Clarification

c. The Election Committee, the Governing Board and the General Assembly, as the case may be, shall strive to achieve a rotational system for the selection of members within every Commission and Committee so as to ensure adequate and appropriate continuity within each Commission and Committee.

**Commented [LdL84]: Substantive Proposal (Rotational Principle)**  
It is proposed that a rotational principle is introduced for all Commissions and Committees so as to ensure an element of continuity when new Commissions and Committees are appointed or elected.

**Rule 28**  
***Election of the President***

*Election* 28.1 The election of the President shall be held by secret ballot in a first round of voting and in accordance with the provisions stipulated in Article 34.3 paragraph 3 of the Constitution.

**Commented [LdL85]: Streamlining**  
Consistency

~~Eligible candidates for the office of President shall have held similar senior office, and have a sufficient command of at least one of the working languages of the International Federation. Further details of the profile shall be established by the Election Committee for approval by the Governing Board.~~

**Commented [LdL86]: Streamlining**  
Moved to rule 26F

*Second ballot* 28.2 If no candidate for the office of the President obtains an absolute majority on the first ballot, a second ballot shall be held, and the candidate who has obtained the smallest number of votes shall be deleted from the list.

- Tie*
- 28.3 If there is a tie between candidates having obtained the smallest number of votes, both their names shall be deleted from the ballot.
- 28.4 If, on the second ballot, no candidate obtains an absolute majority, successive ballots shall be held in the same circumstances as those stipulated above until one candidate obtains the absolute majority required.

Rule 29  
Election and appointment of the Vice-Presidents

- Election*
- 29.1 The election of National Societies entitled to appoint a Vice-President shall be by secret ballot and held in a first round of voting together with that of the President.

~~Eligible candidates for the office of Vice President shall have held similar senior office, and have a sufficient command of at least one of the working languages of the International Federation. Further details of the profile shall be established by the Election Committee for approval by the Governing Board.~~

**Commented [LdL87]:** Streamlining  
Moved to Rule 267.

- Geographical distribution*
- 29.2 A single ballot containing the names of all the candidates arranged in four lists in accordance with the four ~~statutory geographical regions listed in Rule 24.2~~ shall be put before ~~the each~~ chief of delegation ~~of each of the National Societies~~ present at the meeting. Each National Society may exercise its vote in respect of any candidate listed, but may not vote for more than one candidate within each list. Any ballot in which a National Society has voted for more than one candidate from any one of the lists shall be invalid.

**Commented [LdL88]:** Streamlining  
Consistency  
Typographical correction of language.

- 29.3 The candidate receiving the greatest number of votes in ~~each statutory region's~~ list will be elected ~~and appointed~~. If there is a tie in the voting, subsequent rounds will be held until one candidate ~~in each statutory region~~ receives a majority. The election by the General Assembly of those National Societies that have nominated a candidate for the post of Vice-President shall automatically and exclusively involve the appointment of the Vice-Presidents named as candidates by those Societies.

**Commented [LdL89]:** Streamlining  
Consistency

Rule 30  
Election of National Societies members of the Governing Board

- Timing; eligibility*
- 30.1 Proposed candidatures of National Societies members of the Governing Board shall be considered in a second round of voting at the first plenary meeting of the General Assembly once the

elections of the President and the Vice-Presidents have been completed. The elections of National Societies members of the Governing Board shall be held by secret ballot.

~~The National Societies of the newly elected President and Vice-Presidents shall not be eligible for membership of the Governing Board, in accordance with Article 34, paragraph 5 of the Constitution.~~

**Commented [LdL90]: Streamlining**  
Duplication - text already in Article 34.5.

*Geographical groups*

30.2 A single ballot containing the names of all candidates arranged in four lists according to the four statutory geographical regions ~~listed in Rule 24.2~~ shall be given to each chief of delegation present at the meeting. Each National Society may exercise its vote in respect of any Society listed, but shall not vote for more than five Societies within each statutory geographical region. Any ballot in which a National Society has voted for more than five Societies in any one list shall be invalid.

**Commented [LdL91]: Streamlining**  
Consistency

*Majority*

30.3 The National Societies receiving the greatest number of votes in each statutory geographical region shall be elected. If there is a tie in the voting within any one list, a second or subsequent ballot will be held, but only in respect of the vacancies remaining within any one statutory geographical region between the tied National Societies.

**Commented [LdL92]: Streamlining**  
Consistency

#### Rule 30A

##### Election of the Chair and Members of the Youth Commission

**Commented [LD93]: Substantive Proposal (Youth Commission Elections)**

30A.1 Proposed candidatures of the Chair and members of the Youth Commission shall be considered at the plenary meeting of the General Assembly once the appointments of the other Committees and Commissions have been completed. The elections of the Chair and members of the Youth Commission shall be held by secret ballot.

30A.2 For the election of the members of the Youth Commission, there shall be a single ballot containing the names of all candidates arranged in four lists according to the four statutory regions. In relation to each National Society, this single ballot shall be given to the youth delegate nominated by a National Society ~~is nominated youth delegate~~ in accordance with paragraph 4 and the International Federation's youth policy, ~~or in the absence of such a nominated youth delegate, to the National Society's chief of delegation present at the meeting.~~

**Commented [LdL94]: Substantive Proposal (Youth Commission Elections)**  
Clarification of language.  
The vote is exercised by the youth delegate nominated by the National Society.

-Each National Society may exercise its vote in respect of any candidate listed, but shall not vote for more than two candidates within each statutory region. Any ballot in which a National Society has voted for more than two candidates in any one list shall be invalid. The two candidates receiving the greatest number of votes in each statutory region shall be elected. If there is a tie in the voting within any one list, a second or subsequent ballot will

be held, but only in respect of the vacancies remaining within any one statutory region between the tied candidates.

30A. For the election of the Chair of the Youth Commission, there shall be a single ballot containing the names of all candidates. In relation to each National Society this single ballot shall be given to the youth delegate nominated by a National Society's nominated youth delegate in accordance with paragraph 4 and the International Federation's youth policy, or in the absence of such a nominated youth delegate, to the National Society's chief of delegation present at the meeting. The candidate receiving the greatest number of votes shall be elected as Chair. If there is a tie in the voting, subsequent rounds shall be held until one candidate receives a majority.

**Commented [LdL95]: Substantive Proposal (Youth Commission Elections)**  
Clarification of language.  
The vote is exercised by the youth delegate nominated by the National Society.

30A. -For the purposes of paragraphs 2 and 3 -the youth delegate nominated by a National Society's nominated youth delegate may exercise the vote in the General Assembly meeting, or remotely by means of a secure electronic voting mechanism, approved by the Election Committee and which allows for a secret ballot.

**Commented [LdL96]: Substantive Proposal (Youth Commission Elections)**  
Clarification of language.

### Rule 31 Vacancies in office

*Vacancy in the office of the President* 31.1 The case of a vacancy in the office of the President is addressed in Article 25, paragraph 5 of the Constitution.

**Commented [LdL97]: Streamlining**  
Consistency

*Vacancy in the office of Vice-Presidents* 31.2 In the event of incapacity or of a vacancy amongst any of the Vice-Presidents the National Society concerned shall, after consultation with the Election Committee in order to verify that the relevant criteria are met, appoint another Vice-President to fill the post until the end of the scheduled term of office.

*Vacancy of Societies members of the Board* 31.3 In the event of vacancies occurring amongst the National Societies members of the Governing Board, the General Assembly at its next session shall hold elections to fill such vacancies, taking into account Rule 24.5. The term of office of the National Societies so elected shall expire at the close of the ensuing session of the General Assembly at which elections are to be held.

*Vacancy in the post of the Secretary General* 31.4 In the event of a vacancy occurring in the post of the Secretary General, the Governing Board shall —  
a) at its next session make an appointment as Acting Secretary General until a new appointment has taken place in accordance with sub-paragraph Rule 31.4(b);  
b) establish a selection committee from amongst its members to draw up a shortlist of candidates ranked in accordance with any applicable conditions set by the General Assembly. The selection committee may enlist external assistance in the selection process. The Governing Board

**Commented [LdL98]: Streamlining**  
Consistency - as Rule 33.1 is now 31.4.  
Consistency of language.

**Commented [LdL99]: Streamlining**  
Moved from Rule 33 (Secretary General)  
All vacancies provisions are together.

may select one candidate from the shortlist for appointment. The decision shall be taken in closed session.

Until the appointment of an Acting Secretary General by the Governing Board under sub-paragraph Rule 31.4(a), the Deputy Secretary General shall exercise the functions of the Secretary General. In the event of a vacancy in the post of the Deputy Secretary General, the President shall appoint an interim Deputy Secretary General from among the Under Secretaries General/Directors.

**Commented [LdL100]: Streamlining**  
Consistency -as Rule 33.1 is now 31.4  
Consistency of language

Vacancy of Chair of Commission or Committee: Role of Vice-Chair 31.5

In the event of a vacancy occurring in the office of the Chair of a Commission or Committee the Vice-Chair shall undertake the Chair's functions and shall take his/her place on the Governing Board (where applicable) until the Governing Board appoints an interim Chair under paragraph Rule 31.6.

**Commented [LdL101]: Streamlining**  
Text integrated from previous rule 31.5 (so specific to Commissions and Committees)  
Consistency of language

Vacancy of Chair or Member of Commission or Committee 31.6

Without prejudice to paragraph Rule 31.5, if the Chair or a member of a Committee or Commission or Committee vacates office before completion of his/her full term for any reason (including possible conflict of interest) the Governing Board may ~~on the proposal of the Election Committee~~ appoint an interim Chair or member to hold office until the next session of the General Assembly. With the exception of a vacancy in the Election Committee, the Election Committee shall propose an interim Chair or member to the Governing Board prior to the Governing Board making its appointment.

**Commented [LdL102]: Streamlining**  
Moved from Rule 24.2 (Election Committee), 3.2 (Compliance and Mediation Committee)  
Consistency of language

The text on interim appointment has been consolidated into one provision to avoid duplication and also integrates the Finance, Audit and Risk and Youth Commissions so as to reflect current practice.

The General Assembly shall at its next session, ~~upon the recommendation of the Election Committee,~~ appoint a new Chair or member in order to fill such vacancy, taking into account Rules 24 and 25. With the exception of a vacancy in the Election Committee, the Election Committee shall recommend a Chair or member to the General Assembly prior to the General Assembly making its appointment. The term of office of the Chair or member so appointed- ~~elected~~ shall expire at the close of the ensuing session of the General Assembly at which ~~appointments or elections (as the case may be)~~ for all ~~Committee and Commission and Committee members are to be made or held.~~

**Commented [LdL103]: Streamlining**  
Moved from Rules 35.5 (Finance Commission), 38.5 (Audit and Risk Commission), 39.5 (Youth Commission).

The text on permanent appointment has been consolidated into one provision to avoid duplication and also integrates the Election Committee and Compliance and Mediation Committee so as to reflect current practice.

Vacancy in the chairmanship of an constitutional or advisory body 31.7

In the event of a vacancy occurring in the office of the chair of an constitutional or advisory body, the vice-chair of the body concerned shall undertake the chair's functions and shall take his/her place on the Governing Board (where applicable) until the General Assembly or Governing Board, as the case may be, ~~holds an election to~~ fill the vacancy at its next session.

**Commented [LdL104]: Streamlining**  
Clarification of language and Committee language moved to Rule 31.5  
Typographical Correction of language.



SECTION VI  
GOVERNING BOARD AND SECRETARY GENERAL

Rule 32  
Governing Board

- Board sessions* 32.1 The sessions of the Governing Board shall normally be held at the headquarters of the International Federation, or elsewhere when so decided by the Governing Board, or through the use of telecommunications or any other electronic or virtual means approved by the Governing Board, on condition that these allow the full participation of all Governing Board members.
- Convocation* 32.2 ~~The Governing Board shall be convoked by the President.~~ The President's convocations~~summons~~ shall indicate the place, the opening date and the duration of the Governing Board session.
- Chairmanship* 32.3 The President of the International Federation, or one of the Vice-Presidents when so asked by the President, shall preside over the sessions of the Governing Board and shall ensure the observance of these Rules.
- 32.4 A provisional agenda drawn up by the Secretary General in agreement with the President shall be dispatched to the members of the Governing Board. The agenda shall be accompanied by all relevant documents. They shall be sent by post or e-mail, according to the preference of each Governing Board member, in time to be received at least fifteen days in advance of the meeting, and shall also be made available by appropriate electronic means.
- Status of representatives* 32.5 ~~Representatives of National Societies members of the Governing Board shall act as members of a collective body of the International Federation, and shall be influenced in their decisions only by the interests of the International Federation when the Governing Board carries out the responsibilities assigned to it by the Constitution and by the General Assembly.~~
- Working languages* 32.5 6 The working languages of the Board shall be Arabic, English, French and Spanish.
- 32.6 7 Interventions made in any one of the four working languages shall be translated into the three other languages.
- 32.7 8 Any member wishing to speak in a language other than any of the four working languages shall obtain the permission of the President and shall provide for interpretation into one of the four working languages.

**Commented [LdL105]:** Streamlining  
Clarification of Procedure

**Commented [LdL106]:** Streamlining  
Duplication – text already in Article 24 & Clarification.

**Commented [LdL107]:** Streamlining  
Moved to Article 22 of the Constitution.

*Conduct of Business Board manual* 32.8 9 Rules 12 to 23 shall, with due alteration of details and except as otherwise provided, be applied to the conduct of business of the Governing Board, with the modification that the records of the Governing Board shall be presented to National Societies within three months after the close of the session.

The Governing Board shall establish a manual for its conduct ~~and may also establish its procedures in manuals or guidance adopted by the Governing Board from time to time.~~

**Rule 33**  
**Secretary General**

*Vacancy-Appointment* 33.1 ~~When a vacancy arises in the post of Secretary General, the Governing Board shall establish a selection committee from amongst its members, to draw up a shortlist of candidates ranked in accordance with any applicable conditions set by the General Assembly. The selection committee may enlist external assistance in the selection process. The Governing Board may select one candidate from the shortlist for appointment. The decision shall be taken in closed session.~~

**Commented [LdL108]: Streamlining**  
Moved to Rule 31 (Vacancies in Office)

33.1 2 ~~Further to, and in~~ accordance with, Article 27, ~~paragraph 1~~ of the Constitution the Governing Board shall prepare a draft of the general conditions applicable to the post of the Secretary General, ~~together with a contract drawn up in accordance with the relevant provisions of these Rules, any applicable provisions set by the General Assembly and the labour law governing the International Federation.~~

**Commented [LdL109]: Streamlining**  
Duplication – text already in Article 27.1 of the Constitution.

*Ad hoc working groups* 33.2 3 The Secretary General may, in carrying out his/her functions, establish temporary or ad hoc working groups of experts, provided that the necessary funds are available.

*Documents* 33.3 4 The Secretary General shall arrange for the receipt, translation into the working languages of the General Assembly and circulation of documents, reports, decisions and recommendations of the Assembly, the Governing Board and the ~~if~~ Commissions and Committees ~~constitutional~~ and advisory bodies, and for the preparation of the records of their meetings.

**Commented [LdL110]: Streamlining**  
This is a defined term under Article 28.

*Communication of decisions* 33.4 5 The Secretary General shall ensure that decisions and recommendations adopted by the General Assembly and the Governing Board are communicated to the members of the Governing Board within fifteen days and to National Societies within thirty days following the end of their respective sessions.

Rule 34  
Representation of the International Federation

*Representation of the International Federation*

- 34.1 In compliance with Articles 25, paragraph 2(e) and 27, paragraph 2-(f) of the Constitution, representatives of National Societies charged with representing the International Federation at conferences and meetings, other than those convened by the bodies of the International Federation, shall act in conformity with the official views expressed by the General Assembly, the Governing Board, the President or the Secretary General.
- The same applies to officials of the Secretariat who attend meetings as representatives of the International Federation.
- 34.2 The President or the Secretary General shall ensure that all such representatives of the International Federation are given the appropriate briefings and instructions.

**Commented [LdL111]:** Streamlining  
Consistency

SECTION VI

~~FINANCE CONSTITUTIONAL COMMISSIONS AND COMMITTEES OF THE INTERNATIONAL FEDERATION~~

Rule 35  
Common Procedures

*Application*

- 35.1 ~~This Rule shall apply to each of the Commissions and Committees of the International Federation established under Article 28 of the Constitution unless otherwise specified. In conformity with Articles 29, paragraph 1 and 34, paragraph 7 of the Constitution, the Chair and members of the Finance Commission shall be appointed by the General Assembly on presentation of candidates by the Election Committee.~~

**Commented [LdL112]:** Streamlining  
Consolidation – This section is now in relation to all Commissions and Committees.  
**Consistency** - 'Commissions and Committees' is a defined term.

**Commented [LdL113]:** Streamlining  
Consolidation, Consistency & Avoid Duplication - Common procedures have been drafted to reflect the common procedures across the Committees and Commissions and therefore avoid duplication of text.

**Commented [LdL114]:** Streamlining  
Duplication - This is set out in Article 29 of the Constitution.  
**Consistency** - This is a defined term under Article 28.

*Vice-Chair*

- 35.2 ~~Each The Commission and Committee shall elect a Vice-Chair from amongst its members.~~

**Commented [LdL115]:** Streamlining  
Consolidation – Vice-Chair : This reflects the common provision for Finance (Rule 35.2), Risk (Rule 38.2) and Youth (Rule 39.2) Commissions and integrates the Compliance and Mediation Committee and the Election Committee so as to reflect current practice.

*Nominations*

- 35.3 ~~Nominations for membership of the Commission, when vacancies arise, may be put forward by National Societies and sent to the Secretary General for dispatch to the Election Committee. They should reach the Committee at least sixty days before the session of the last ordinary meeting of the Governing Board before the session of the General Assembly at which the appointment of the Finance Commission is to take place.~~

**Commented [LdL116]:** Streamlining  
Moved to Rule 27 (Nominations)

On the basis of the proposals received the Election Committee, following consultation with the Chair of the Finance Commission, shall draw up a list of proposed candidates for submission to the Governing Board for its consideration at its last meeting before the next session of the General Assembly. The Election Committee shall present its recommendations to the General Assembly, including a recommendation for the appointment of the Chair.

Members' profile

35.4 Candidates for membership of the Finance Commission must be able to demonstrate at least ten years of relevant senior professional experience in the management of finance with a record of service with a National Society and with the ability to work effectively in one of the four working languages of the International Federation.

**Commented [Ldl117]: Streamlining**  
**Moved to Rule 35A (Member's Profile)**  
Each of the Constitutional Bodies Members Profile has been moved to a specific new Rule (Members Profile)

Vacancies

35.5 Without prejudice to Rule 31.5, in the event of a vacancy occurring amongst the membership of the Finance Commission the General Assembly shall at its next session, upon the recommendation of the Election Committee, appoint new members in order to fill such vacancy, taking into account Rules 25 and 26. The term of office of the member so elected shall expire at the close of the ensuing session of the General Assembly at which elections are to be held.

**Commented [Ldl118]: Streamlining**  
Moved to Rule 31 (Vacancies in Office)

Ways of working

35.3 The Finance Commission, Audit and Risk Commission and Youth Commission shall meet at least twice a year prior to the ordinary sessions of the Governing Board.

The Compliance and Mediation Committee and the Election Committee shall meet at least once a year.

Each of the Commissions and Committees shall otherwise agree its own working procedures, in consultation with the Governing Board. Such procedures shall include agreement upon the preparation and scope of the records of its meetings.

The work and reports of the Compliance and Mediation Committee and its Panels shall be kept confidential.

**Commented [Ldl119]: Streamlining**  
**Consolidation – Moved from Rules 35.6, 38.6, 39.6, 3.1 and 24.5**  
This consolidates the text of the various Ways of Working sections from Finance (Rule 35.6) Audit and Risk (Rule 38.6), Youth (Rule 39.6), Compliance and Mediation (Rule 3.1) and Election Committee (Rule 24.5).

Convocation

35.4 Each The Commission and Committee shall be convoked by its Chair. The convocation shall indicate the place, the opening date and time and the duration of the session.

A provisional agenda drawn up by the Chair shall be dispatched to the members. The agenda shall be accompanied by the relevant documents prepared by the Secretary General. They shall be sent to recipients in time to be received at least fifteen days in advance of the meeting.

**Commented [Ldl120]: Streamlining**  
**Consolidation – Moved from Rules 35.7, 38.7 and 39.7**  
This consolidates the text of the Convocation provisions of the Finance (35.7), Risk (38.7) and Youth (39.7) Commissions, and integrates the Compliance and Mediation Committee and the Election Committee so as to reflect current practice.

*Chairmanship* 35.5 The Chair of each Commission and Committee shall preside over the session, shall ensure the observance of these Rules, and shall prepare a report on the work of the Commission or Committee for submission to the Governing Board and the General Assembly.

**Commented [LdL121]: Streamlining Consolidation – Moved from Rules 35.8, 38.8 and 39.8**  
This consolidates the text of the Chairmanship provisions of the Finance (35.8), Risk (38.8) and Youth (39.8) Commissions, and integrates the Compliance and Mediation Committee and the Election Committee so as to reflect current practice.

*Deliberations* 35.6 The decisions of each of the Commissions and Committees shall be valid when a quorum of at least half of its members is present, and shall be taken by a simple majority of the members present and voting. In the event of a tie the Chair shall have a casting vote.

**Commented [LdL122]: Streamlining Consolidation – Moved from Rules 35.9, 38.9 and 39.9**  
This consolidates the text of the Deliberations provisions of the Finance (35.9), Risk (38.9) and Youth (39.9) Commissions, and integrates the Compliance and Mediation Committee and the Election Committee so as to reflect current practice.

*Code of Conduct* 35.7 Every member of each Commission and Committee shall sign a code of conduct regarding possible conflicts of interest, to be agreed by the Governing Board.

**Commented [LdL123]: Streamlining**  
Moved from Rule 35A and expanded so as to apply to all Commissions and Committees so as to reflect current practice.

Rule 35A  
Members' Profile

*Finance Commission* 1 Candidates for membership of the Finance Commission must be financially literate and be able to demonstrate at least ten five years of relevant senior professional experience in the management of finance with a record of service with a National Society and with the ability to work effectively in one of the four working languages of the International Federation.

**Commented [LdL124]: Streamlining**  
Moved from Rule 35.4 (Finance Commission)

The members should be collectively knowledgeable in the following areas of expertise: financial management including budgeting and reporting; investment management; fundraising; compensation; understanding of legal issues relevant to the International Federation; understanding of humanitarian operations; not-for-profit sector; and information technology.

**Commented [LdL125]: Substantive Proposal (Finance Commission Profile)**  
It is proposed that the profile for the Finance Commission members is further detailed and enhanced, and that both the Finance and Audit & Risk Commissions require members to have five years of senior professional experience (rather than ten years).  
  
It is also proposed that one of the five members is an independent member of the Movement.

One member of the Commission shall be independent of the Movement.

All members must have demonstrated sound judgment, objectivity, and a high level of ethics as well as the time needed to fulfil their responsibilities to the Commission.

*Audit and Risk Commission* 2 Candidates for membership of the Audit and Risk Commission must be financially literate and able to demonstrate at least ten five years of relevant senior professional experience. The members must be collectively knowledgeable in at least three of the following areas of expertise: financial reporting, Movement issues, internal control environments, internal and external auditing, information management, reputational risk management and financial risk management. At least one member of the Commission shall have accounting or related financial management expertise and be consistently knowledgeable of events affecting the changes in financial reporting processes. At least one member of the Commission shall be independent of the

**Commented [LdL126]: Streamlining**  
Moved from Rule 38.4 (Audit and Risk Commission)

**Commented [LdL127]: Substantive Proposal (Audit and Risk Commission Profile)**  
It is proposed that both the Finance and Audit & Risk Commissions require members to have five years of senior professional experience (rather than ten years).

*Movement. All members must have demonstrated sound judgement, objectivity, and a high level of ethics as well as the time needed to fulfill their responsibilities to the Commission. Prior experience serving on an audit and risk committee is preferred.*

Youth Commission

3

*Candidates for membership of the Youth Commission must be over eighteen, and must not have reached the age of thirty-one upon election appointment. They must have experience of governance and/or of the development of youth in their National Society, and be able to work effectively in one of the four working languages of the International Federation.*

**Commented [LdL128]: Streamlining**  
Moved from Rule 39.4 9 (Youth Commission)

**Commented [LD129]: Substantive Proposal (Youth Commission Elections)**

Compliance and Mediation Committee

4

*An individual serving in an official position of the International Federation, whether through appointment by a National Society or in an individual capacity shall not be eligible to serve as a member of the Compliance and Mediation Committee.*

**Commented [LdL130]: Streamlining**  
Moved from Rule 3.2 (Compliance and Mediation Committee)

Election Committee

5

*~~Each member of the Election Committee shall sign a code of conduct regarding possible conflicts of interest, to be agreed by the Governing Board.~~*

**Commented [LdL131]: Streamlining**  
Moved from Rule 24.4 (Election Committee)

*An individual serving in an official position of the International Federation, whether through appointment by a National Society or in an individual capacity shall not be eligible to serve as a member of the Election Committee.*

**Streamlining**  
Moved to Rule 35 (Common Procedures) so as to reflect that the current practice of signing a code of conduct applies to all Commissions and Committees (not simply the Election Committee).

**Commented [LdL132]: Substantive Proposal (Governance)**  
The same criteria as those applied to the Compliance and Mediation Committee to apply to the Election Committee.

## SECTION VII

### FINANCE OF THE INTERNATIONAL FEDERATION

#### Rule 36

##### Declaration of default

Pursuant to Articles ~~10A14~~ and 36 of the Constitution a National Society is considered to be technically in default when the amounts overdue exceed the current year's assessed annual financial contribution plus the two preceding years' assessed annual financial contributions.

**Commented [LdL133]: Streamlining**  
Renumbering

If in such circumstances the current year's annual financial contribution has not been received before the April meeting of the Finance Commission the Commission shall send a letter of warning to the National Society, requesting immediate payment or an explanation for the non-payment. If the matter has still not

been resolved before the October meeting of the Governing Board the Commission shall bring the matter to that meeting, including a recommendation as to whether the National Society concerned should be declared in default and specifying the consequences set out in Articles ~~10A.2 and 36.7~~~~10A.536~~ paragraphs 6 and 7 of the Constitution.

Rule 37

Failure to Submit Annual Reports and Audited Financial Statements

Pursuant to Articles ~~10A and 11~~ of the Constitution a National Society will have its membership rights restricted upon a failure to submit to the Secretary General either annual reports or audited financial accounts for three consecutive years.

After two years of such failure a warning shall be issued to the National Society, with a request for justification.

SECTION VII

AUDIT AND RISK COMMISSION

Rule 38

*Appointment*

38.1

~~In conformity with Articles 30, paragraph 1 and 34, paragraph 7 of the Constitution, the Chair and members of the Audit and Risk Commission shall be appointed by the General Assembly on presentation of candidates by the Election Committee.~~

*Vice-Chair*

38.2

~~The Commission shall elect a Vice Chair from amongst its members.~~

*Nominations*

38.3

~~Nominations for membership of the Commission, when vacancies arise, may be put forward by National Societies and sent to the Secretary General for dispatch to the Election Committee. They should reach the Election Committee at least sixty days before the session of the last ordinary meeting of the Governing Board before the session of the General Assembly at which the appointment of the members of the Commission is to take place.~~

~~On the basis of the proposals received the Election Committee, following consultation with the Chair of the Audit and Risk Commission, shall draw up a list of proposed candidates for submission to the Governing Board for its consideration at its last meeting before the next session of the General Assembly. The Election Committee shall present its recommendations to the~~

**Commented [LdL134]:** Streamlining  
Renumbering

**Commented [LdL135]:** Streamlining  
Consolidation, Consistency and to Avoid Duplication  
Moved Predominantly to Rule 35 and 35A

**Commented [LdL136]:** Streamlining  
Duplication – text already in Article 30

**Commented [LdL137]:** Streamlining  
Moved to Rule 35.2 (Common Procedures)

**Commented [LdL138]:** Streamlining  
Moved to Rule 27 (Nominations)

General Assembly, including a recommendation for the appointment of the Chair.

*Members' profile*

38.4

Candidates for membership of the Commission must be financially literate and able to demonstrate at least ten years of relevant senior professional experience. The members must be collectively knowledgeable in at least three of the following areas of expertise: financial reporting, Movement issues, internal control environments, internal and external auditing, information management, reputational risk management and financial risk management. At least one member of the Commission shall have accounting or related financial management expertise and be consistently knowledgeable of events affecting the changes in financial reporting processes. At least one member of the Commission shall be independent of the Movement. All members must have demonstrated sound judgement, objectivity, and a high level of ethics as well as the time needed to fulfill their responsibilities to the Commission. Prior experience serving on an audit and risk committee is preferred.

**Commented [LdL139]: Streamlining**  
Moved to Rule 35A (Member's Profile)

*Vacancies*

38.5

Without prejudice to Rule 31.5, in the event of a vacancy occurring amongst the membership of the Commission the General Assembly shall at its next session, upon the recommendation of the Election Committee, appoint new members in order to fill such vacancy, taking into account Rules 25 and 26. The term of office of the member so elected shall expire at the close of the ensuing session of the General Assembly at which elections are to be held.

**Commented [LdL140]: Streamlining**  
Moved to Rule 31 (Vacancies in Office)

*Ways of working*

38.6

The Commission shall meet at least twice a year prior to the ordinary sessions of the Governing Board. It shall otherwise agree its own working procedures, in consultation with the Governing Board. Such procedures shall include agreement upon the preparation and scope of the records of its meetings.

**Commented [LdL141]: Streamlining**  
Moved to Rule 35 (Common Procedures)

*Convocation*

38.7

The Commission shall be convoked by its Chair. The convocation shall indicate the place, the opening date and time and the duration of the session.

**Commented [LdL142]: Streamlining**  
Moved to Rule 35 (Common Procedures)

A provisional agenda drawn up by the Chair shall be dispatched to the members. The agenda shall be accompanied by the relevant documents prepared by the Secretary General. They shall be sent to recipients in time to be received at least fifteen days in advance of the meeting.

*Chairmanship*

38.8

The Chair shall preside over the session, shall ensure the observance of these Rules, and shall prepare a report on the work of the Commission for submission to the Governing Board and the General Assembly.

**Commented [LdL143]: Streamlining**  
Moved to Rule 35 (Common Procedures)



*Deliberations* 38.9 The decisions of the Commission shall be valid when a quorum of at least half of its members is present, and shall be taken by a simple majority of the members present and voting. In the event of a tie the Chair shall have a casting vote.

**Commented [LdL144]: Streamlining**  
Moved to Rule 35 (Common Procedures)

## SECTION VIII

### YOUTH COMMISSION

**Commented [LdL145]: Streamlining Consolidation, Consistency and to Avoid Duplication**  
Moved Predominantly to Rule 35 and 35A

#### Rule 39

*Election* 39.1 In conformity with Articles 31, paragraph 1 and 34 paragraph 7 of the Constitution, the Chair and members of the Youth Commission shall be appointed by the General Assembly on the recommendation of the Election Committee. There shall be two members per geographical region.

**Commented [LdL146]: Streamlining Duplication – text already in Article 30**

*Vice Chair* 39.2 The Commission shall elect a Vice Chair from amongst its members.

**Commented [LdL147]: Streamlining**  
Moved to Rule 35.2 (Common Procedures)

*Nominations* 39.3 Nominations for membership of the Commission, when vacancies arise, may be put forward by National Societies and sent to the Election Committee. They should reach the Committee at least sixty days before the session of the last ordinary meeting of the Governing Board before the session of the General Assembly at which the appointment of the Youth Commission is to take place.

**Commented [LdL148]: Streamlining**  
Moved to Rule 27 (Nominations)

On the basis of the proposals received the Election Committee, following consultation with the Chair of the Youth Commission, shall draw up a list of proposed candidates for submission to the Governing Board for its consideration at its last meeting before the next session of the General Assembly. The Election Committee shall present its recommendations to the General Assembly, including a recommendation for appointment as Chair.

*Members' profile* 39.4 Candidates for membership of the Youth Commission must be over eighteen, and must not have reached the age of thirty one upon appointment. They must have experience of governance and/or of the development of youth in their National Society, and be able to work effectively in one of the four working languages of the International Federation.

**Commented [LdL149]: Streamlining**  
Moved to Rule 35A (Member's Profile)

*Vacancies* 39.5 Without prejudice to Rule 31.5, in the event of a vacancy occurring among the members of the Youth Commission, the General Assembly shall at its next session, upon the recommendation of the Election Committee, appoint new members in order to fill such vacancy, taking into account Rules 25 and 26. The term of office of the member so elected shall expire at the close of the ensuing session of the General Assembly at which elections are to be held.

**Commented [LdL150]: Streamlining**  
Moved to Rule 31 (Vacancies in Office)

*Ways of working* 39.6 The Commission shall meet at least twice a year prior to the ordinary sessions of the Governing Board. It shall otherwise agree its own working procedures, in consultation with the Governing Board. Such procedures shall include agreement upon the preparation and scope of the records of its meetings.

**Commented [LdL151]: Streamlining**  
Moved to Rule 35 (Common Procedures)

*Convocation* 39.7 The Commission shall be convoked by its Chair. The summons shall indicate the place, the opening date and the duration of the session.

**Commented [LdL152]: Streamlining**  
Moved to Rule 35 (Common Procedures)

A provisional agenda drawn up by the Chair shall be dispatched to the members. The agenda shall be accompanied by the relevant documents prepared by the Secretary General. They shall be sent to recipients in time to be received at least fifteen days in advance of the meeting.

*Chairmanship* 39.8 The Chair shall preside over the session, shall ensure the observance of these Rules and shall prepare a report on the work of the Commission for submission to the General Assembly or the Governing Board.

**Commented [LdL153]: Streamlining**  
Moved to Rule 35 (Common Procedures)

*Deliberations* 39.9 The decisions of the Commission shall be valid when a quorum of at least half of its members is present and shall be taken by a simple majority of the members present and voting. In the event of a tie the Chair shall have a casting vote.

**Commented [LdL154]: Streamlining**  
Moved to Rule 35 (Common Procedures)

## SECTION IX

### REGIONAL CONFERENCES

#### Rule 3840

*Rules of Procedure for Regional Conferences*

The Rules of Procedure as adopted by the General Assembly for the Regional Conferences are annexed to these Rules.

## SECTION X

### ADVISORY BODIES

#### Rule 3941

<i>Definition</i>	4139 .1	Advisory bodies are those bodies set up by the Governing Board or General Assembly, as the case may be, in accordance with Articles <del>17.2-paragraphs</del> 1-(h) and 17.2-(a) of the Constitution, in order to help them facilitate and enhance their work. The Governing Board or General Assembly shall draw up their terms of reference and the duration of their remit.
<i>Geographical Distribution and Gender Considerations</i>	4139 .2	When establishing advisory bodies, the Governing Board or General Assembly, as the case may be, shall take into account the need to respect fair geographical representation of National Societies and the principle of equitable gender balance in the activities of the International Federation. The Governing Board or General Assembly, as the case may be, shall appoint the chair, at least one vice-chair and the members of advisory bodies, and shall establish their mandate and term of office. The Governing Board or General Assembly, as the case may be, may decide to ask for nominations from National Societies, or fill the vacancies directly as they deem fit.
<i>Representation</i>	4139 .3	The members of such bodies may include representatives of National Societies or individuals appointed in a personal capacity. The number of members of an advisory body shall not normally exceed nine.
<i>Financial implications</i>	4139 .4	Any proposal or recommendation made by an advisory body involving expenditure shall require a report on the financial and administrative implications of such proposals or recommendations. If the expenditure proposed cannot be covered by the budget, no decision shall be taken nor any recommendation adopted before the General Assembly or Governing Board, as the case may be, has taken the necessary measures to make available the funds required.
<i>Ways of working</i>	4139 .5	When establishing an advisory body the Governing Board or General Assembly shall provide guidance on its ways of working.

Commented [LdL155]: Streamlining Consistency.

SECTION XI

FINANCIAL REGULATIONS

Rule 402

*Financial regulations*            The General Assembly shall establish regulations for the financial administration of the International Federation, including regulations for travel assistance.

Rule 413

Financial implications of recommendations by ~~constitutional~~  
~~Commissions and Committees~~ or advisory bodies

Commented [LdL156]: Streamlining  
Consistency of language.

413. Recommendations involving expenditure presented for approval  
.1 to the Governing Board or General Assembly by ~~constitutional~~  
~~Commissions and Committees~~ or advisory bodies shall be  
accompanied by an estimate of expenditure prepared by the  
Secretary General.
413. The Secretary General shall keep the ~~constitutional~~ ~~Commissions~~  
2 ~~and Committees~~ or advisory bodies informed of the detailed  
estimated cost of all recommendations which have been submitted  
by them for approval by the Governing Board or General  
Assembly.

SECTION XII

FINAL PROVISIONS

Rule 424  
Amendments to the Constitution

424. In pursuance of Article 47 of the Constitution the texts of proposed  
1 amendments to the Constitution shall be communicated to the  
Secretary General in time to permit the transmission of copies  
thereof by the Secretary General to National Societies not later  
than five months before the opening of the session of the General  
Assembly at which they are intended to be considered.
424. The General Assembly shall decide the date on which the adopted  
2 amendments shall enter into force.

Rule 435  
Amendments and suspension of the Rules of Procedure

- Amendments to* 435. Amendments of or additions to these Rules may be adopted at any  
*the Rules of* 1 plenary meeting of the General Assembly, provided that the  
*Procedure* 2 General Assembly has received and considered a report thereon  
by an appropriate body appointed by the Governing Board.
- Suspension of* 435. Apart from the respective provisions of the Constitution the  
*the Rules of* 2 General Assembly may at any plenary meeting decide by a simple  
*Procedure* 2 majority to propose the suspension of any of these Rules, provided  
that notice of the proposal has been communicated through the  
Secretary General to delegations not less than twenty-four hours

before the beginning of the meeting at which the proposal is to be debated.

**Rule 446**

*Contradiction between provisions*     44.1     In case of any contradiction between any provision of these Rules and any provision of the Constitution, that of the Constitution shall prevail.

In case of any contradiction between any provision of the Constitution or these Rules and any provision in any other rules or regulations or procedures agreed pursuant to these Rules, that of the Constitution or these Rules (as the case may be) shall prevail.

**Commented [LdL157]: Streamlining**  
Clarification -This has been extended to apply to all regulations and rules and procedures adopted by statutory bodies under these Rules. Therefore, if there is any conflict between such procedures and these Rules/Constitution, these Rules/Constitution will prevail.

*Interpretation*     44.2     Unless the contrary intention appears, expressions set out in these Rules shall have the same meaning as in the Constitution.

**Commented [LdL158]: Streamlining**  
Clarification -This means that terms that have already been defined in the Constitution do not have to be redefined in the Rules (e.g. Committees and Commissions; National Society).

*Entry into force*     44.3     These Rules shall enter into force at the end of the 21st<sup>0th</sup> Session of the General Assembly, [~~1~~]-~~November~~~~6<sup>th</sup>~~-~~December~~ 2017~~5~~.

**Commented [LdL159]: Entry into force date to be completed**  
when adopted by the General Assembly to ensure certainty and accuracy of the date as per the May 2017 version (rather than an anticipated date)

**INTERNATIONAL FEDERATION OF RED CROSS AND  
RED CRESCENT SOCIETIES**

**RULES OF PROCEDURE FOR  
REGIONAL CONFERENCES**

**Approved by the XIVth Session of the General Assembly  
Geneva, 28-30 November 2003**

**Edited following the XXth Session of the General Assembly  
Geneva, 4-6 December 2015**

(to replace the Rules adopted by the 12th Session of the General Assembly,  
Geneva, October 1999)

*Article 39*  
*Of the Constitution of the International Federation*

**Commented [LdL1]:** Streamlining  
Duplication

*Regional Conferences*

1. ~~A Regional Conference is a meeting of the National Societies of a statutory region as defined in the Rules of Procedure with the purpose of:~~
  - ~~promoting co-operation, networking and partnerships amongst the National Societies of the regions;~~
  - ~~identifying common humanitarian concerns and issues;~~
  - ~~striving to achieve common strategies of implementation with regard to decisions of the General Assembly, the Council of Delegates and the International Conference;~~
  - ~~making proposals to the Governing Board on matters related to the General Assembly and the Statutory Bodies of the Movement.~~
2. ~~In principle a Regional Conference shall be held in each statutory region once every four years.~~
3. ~~The Secretary General shall provide a report for the approval of the Governing Board on the agenda and the administrative, technical, financial and other implications of forthcoming Regional Conferences. He/she shall also present a report on the results of any Regional Conference held.~~
4. ~~The Secretary General shall assist the host National Society in organising and holding a Regional Conference.~~
5. ~~A Regional Conference shall be held in conformity with the Constitution and the Rules of Procedure.~~

Composition  
Rule 1

1. ~~A Regional Conference, in accordance with Article 39 of the Constitution, each National Society of the -statutory region shall be composed of delegations of member Societies of the Federation of the region.~~
2. ~~Each Society~~ may be represented by a delegation of not more than five persons.
23. The President and the Secretary General ~~of the Federation~~ as well as the ~~Federation's~~ elected Vice-President of the statutory region participate in all regional conferences.

**Commented [LdL2]:** Streamlining  
Duplication (of Article 39)

**Commented [LdL3]:** Streamlining  
Consistency

Conference Planning Committee  
Rule 2

1. For each Regional Conference, a Conference Planning Committee shall be established, immediately following the closure of each Conference, with responsibility for the preparation of the next Conference and for promoting the follow-up to resolutions of the last conference. It shall be composed of the elected Vice-President and the National Societies members of the Governing Board of the Federation from the statutory region, of the chairman of the last Conference and, if the chairman comes from another National Society, of the National Society hosting the last Conference, of the host National Society of the forthcoming Conference (as soon as designated) and the Secretary General ~~of the Federation~~ or his/her representative. It shall elect its own Chairman and the Secretary General ~~of the Federation~~ shall, if requested, provide secretarial support.
2. Unless the Conference has decided to accept an invitation from a National Society to host the next Conference, the Conference Planning Committee shall, through the report referred to in Article 39.3 of the Constitution, make a recommendation to the Federation's Governing Board as to the place and date of the next Regional Conference.
3. In case there exists a permanent body of regional coordination, such as CORI (*Inter-American Regional Committee*), this body shall act as Conference Planning Committee provided it meets the requirements of ~~paragraph 1 of~~ Rule 2.1 of the present Rules

Commented [LD4]: Streamlining  
Consistency

Responsibilities of the host Society  
Rule 3

1. The National member Society ~~of the Federation~~ hosting the Conference ("host Society") shall be responsible for its organisation, including arrangements for:
  - a) the venues for the meetings of the inauguration, plenary and closing sessions and for any working group meetings,
  - b) the transportation of the delegates to and from official meetings and events if their venue is different from the place where they are boarded,
  - c) the personnel for the secretariat of the Conference, including translators and interpreters when necessary,
  - d) the provision of the audio visual and other equipment and other necessary items.
2. The host Society shall obtain from its Government written assurance that visas will be issued as required, to the representatives of all the National Societies of the statutory region and the National Societies from outside the statutory region invited as observers.
3. The host Society shall prepare and send to the National Societies of the statutory-region the final report of the Conference.



4. It shall be the responsibility of the host Society to ensure that all financial commitments of the Conference are met as per paragraph 1 of the present Rule including, as the case may be, additional commitments agreed in the Conference Planning Committee.
5. ~~The Secretariat of the Federation shall support the host Society in organising and holding a Regional Conference in accordance with~~ Further to Article 39 of the Constitution, ~~Such the support offered by the Secretariat~~ shall be in conformity with the ~~Strategy 2010, Federation's strategies, policies~~ and the priorities for the Secretariat set by the ~~Governing Board~~.

**Commented [LD5]: Streamlining**  
Duplication (of Article 39)

**Commented [LD6]: Streamlining**  
Reflection of Practice - Reference to Federation's strategies (rather than Strategy 2010) so that the Rules are current.

#### Officers of the Conference Rule 4

1. At its first plenary meeting, the Conference shall elect a Chairman, one or more ~~Vice-Chairmen~~, a Secretary and a General Rapporteur. The persons so elected, together with the Vice-President ~~of the Federation of from~~ the ~~statutory~~ region and the Secretary General ~~of the Federation~~ or his/her representative, shall constitute the Bureau of the Conference.
2. The elected Vice-President ~~of the Federation~~ from the ~~statutory~~ region is ex officio a Vice-Chairman of the Conference.
3. The Chairman shall chair the plenary meetings. Until the Chairman is elected, the Conference will be chaired by the Chairman of the Conference Planning Committee.
4. On the request of the Chairman, or in the absence of the Chairman, one of the Vice-Chairmen shall chair the plenary meetings.
5. The Secretary of the Conference receives the documents and correspondence of the Conference and keeps the Chairman informed of all relevant matters during the Conference. The Secretary shall act under the general direction of the Chairman of the Conference or, where applicable, the Vice-Chairman. The Secretary shall assist the General Rapporteur in the drafting of the final report of the Conference.
6. The General Rapporteur, in collaboration with the Secretary and, as the case may be, the rapporteurs of the working groups established in accordance with Rule 13, shall coordinate the drafting of the recommendations and the final report. He/she shall be chairman of the drafting committee if the Conference decides to establish one.
7. For the duration of the Conference, the Bureau shall assist the chairman in organising the work of the Conference. It shall on the request of the Chairman or of its own motion advise the Chairman on any matter relating to the Conference.

**Commented [LD7]: Streamlining**  
Consistency

Convocation  
Rule 5

**Commented [LD8]:** Streamlining  
Consistency

1. The Conference shall be convoked by the host Society. The notice of convocation shall indicate the venue, opening date and duration of the Conference.
2. Not later than ninety days before the opening of the Conference, the host Society shall dispatch to the member National Societies of the statutory region and the other participants referred to in Rule 1.3, the notice of convocation together with the provisional agenda and any relevant documents available.

Provisional Agenda  
Rule 6

1. The provisional agenda of the Conference shall be drawn up by the Conference Planning Committee and shall include among other items:
  - a) Roll Call
  - b) Election of the Chairman, Vice-Chairmen, Secretary and General Rapporteur
  - c) Adoption of the agenda and appointment of subsidiary bodies
  - d) Report on the implementation of recommendations of the previous Conference
  - e) Items which have been proposed by the Conference Planning Committee
  - f) Adoption of reports and recommendations
  - g) Any other item approved in the plenary during the Conference.
2. As a general rule, the Conference agenda shall conform with and support the implementation in the statutory region of the Federation's main strategy adopted by its General Assembly. It shall take into account the policies of the Movement and Movement issues relevant for the Conference.

Observations on the agenda  
Rule 7

1. Any Nationalmember Society may present observations on and amendments or additions to the agenda, to reach the host member Society at least thirty days before the opening date of the Conference.
2. The host Society shall forward such observations, amendments and additions to the Planning Committee which will consider them in view of submitting a draft agenda to the Conference for approval.

**Commented [LD9]:** Streamlining  
Consistency

Delegations  
Rule 8

The names of the members of the Delegation of each National Society and the appointment of the Head of Delegation shall be communicated to the host Society not less than thirty days before the opening of the Conference. The Head of Delegation shall be responsible to inform the Secretary of any change in the composition of the delegation.

Observers  
Rule 9

1. The Conference Planning Committee may recommend that the host Society invite as observers among others:
  - a) the National Societies of the statutory region not yet recognised or not yet admitted to the Federation and that have been invited to the most recent General Assembly ~~of the Federation~~,
  - b) ~~Member-National~~ Societies and Vice-Presidents ~~of the Federation~~ from other statutory regions, and National Societies from other statutory regions, not yet recognised or not yet admitted to the Federation and which have been invited to the most recent General Assembly ~~of the Federation~~,
  - c) Standing Commission of the Red Cross and Red Crescent
  - d) International Committee of the Red Cross (ICRC),
  - e) Inter-Governmental and Non-Governmental Organisations.
2. When the Conference is discussing any matter of special interest to an organisation taking part in the Conference as an observer, that organisation may be permitted by the person chairing the meeting to make a statement. As a minimum, observers shall be given the seating arrangements, documents and speaking rights as for observers in the General Assembly ~~of the Federation~~.

**Commented [LD10]:** Streamlining  
Consistency

Travel and Maintenance  
Rule 10

Participants shall be responsible for their travel, accommodation, meals and all personal expenses. If so requested, the ~~Federation~~ Secretariat may offer assistance to the host Society in raising funds to contribute to the travel and accommodation costs for certain participants, on the basis of the Federation's Travel Assistance Regulations.

**Commented [LD11]:** Streamlining  
Consistency

Pre-Conference meeting  
Rule 11

The Conference Planning Committee may decide to hold a pre-conference meeting with the Heads of Delegations, among others, to:

- a) inform the Heads of Delegations of the details of the general programme and the provisional agenda
- b) review the Rules of Procedure of the Conference
- c) receive the nominations for the Conference Chairman, Vice-Chairmen, Secretary and General Rapporteur.

Opening and closing ceremonies  
Rule 12

The host Society may arrange opening and closing ceremonies open to delegates, observers and invited guests.

Working groups  
Rule 13

The Conference, upon the recommendation of the Conference Planning Committee or the Conference Bureau, may establish working groups, define their mandate and composition, and elect their Chairman and Rapporteur. This may include a drafting committee.

Reports and recommendations  
Rule 14

All reports and recommendations shall be submitted to the final plenary meeting for adoption by consensus.

Languages  
Rule 15

The Conference Planning Committee shall determine the language(s) of the Conference in accordance with the Rules of Procedure ~~of the Federation~~.

Commented [LD12]: Streamlining  
Consistency

Reports on the Conference  
Rule 16

The report for the Governing Board referred to in Article 39, paragraph 3 of the Constitution shall be prepared in close consultation with the Vice-President from the statutory- region. In

Commented [LD13]: Streamlining  
Consistency

addition to the report of the Conference referred to in Rule 3.3, a report shall also be presented to the ~~Federation's~~ General Assembly by the Chairman of the Conference or, if unavailable, a representative of the host Society.

The General Assembly will consider the recommendations from the Regional Conferences addressed to the statutory bodies of the Federation, together with the advice from the Governing Board or with the Board's report on the action it has taken itself to follow-up on such recommendations.

#### Follow-up to the resolutions of the Regional Conference

##### Rule 17

The Conference shall establish a mechanism to monitor the follow-up to the recommendations it has approved, or may authorise the Planning Committee for the next Conference to do so.

#### Final Provisions and entry into force

##### Rule 18

1. These Rules enter into effect as from the date of their adoption by the General Assembly. They may be modified by the General Assembly at any time provided the Board has been given a chance to give its advice.
2. These Rules shall be applied as minimum rules for all Regional Conferences. They may be completed with details as deemed relevant for each Conference, at the proposal of the Planning Committee and with the approval of the Conference. If there are any conflicts of interpretation or application then the present Rules shall prevail. [Any terms defined in the the Constitution or the Rules of Procedure shall apply to these Rules.](#)

**Commented [LdL14]:** Streamlining  
Consistency



International Federation  
of Red Cross and Red Crescent Societies

## **FINANCIAL REGULATIONS**

Adopted by the Board of Governors at its Extraordinary Session  
(Geneva, November 1976)

Modified by the IInd Session of the General Assembly  
(Manila, November 1981)

Adopted by the VIIIth Session of the General Assembly  
(Budapest, 25-28 November 1991)

Adopted by the 12th Session of the General Assembly  
(Geneva, 23-28 October 1999)

Adopted by the 16th Session of the General Assembly  
(Geneva, 20-22 November 2007)

Modified by the 20th Session of the General Assembly  
(Geneva, 4-6 December 2015)

1 Regulation I  
Applicability

1.1 These Regulations shall govern the financial administration of the International Federation.

1.2 The Secretary General shall be responsible for the financial administration of the International Federation in accordance with these Regulations and shall establish such rules and internal procedures as are necessary.

2 Regulation II  
The Financial Year

2.1 The financial year shall run from 1st January to 31st December.

3 Regulation III  
The Budget

3.1 The budget for the International Federation shall be prepared by the Secretary General in accordance with Article 37 of the Constitution.

3.2 The budget shall be presented in Swiss Francs, shall reflect the strategy of the International Federation, a two year plan of work and shall show the estimated annual income and expenditure for the two-year period.

3.3 The budget shall be divided into sections corresponding to the structure of the Secretariat, with such annexes and explanatory statements as may be required by the General Assembly and the Governing Board and such further notes as the Secretary General may deem appropriate.

3.4 The budget of the International Federation shall be financed by:

- Annual statutory contributions of National Societies;
- Voluntary contributions by National Societies;

- Donations or any financial assistance from private individuals, States or any other public or private institutions;
  - Income derived from investments;
  - Service fees from National Societies and other service recipients;
  - Unrestricted reserves of the International Federation; and
  - Any other funds to which the International Federation may become entitled.
- 3.5 The Secretary General shall submit his proposed budget to the Governing Board which shall request the Finance Commission to examine and present its comments to the Governing Board.
- 3.6 The Governing Board shall examine the proposed budget, taking into account any comments from the Finance Commission, and may make alternative proposals to the Secretary General.
- 3.7 The Secretary General shall then prepare a final draft of the budget, bearing in mind the proposals of the Governing Board, and shall submit such draft to the Governing Board which shall request the Finance Commission to examine and present its comments to the Governing Board prior to its review and endorsement.
- 3.8 The Secretary General shall submit the draft budget as endorsed by the Governing Board to the members of the General Assembly, not less than fourteen days before the date fixed for the opening of the ordinary session of the General Assembly.
- 3.9 Should the Secretary General, after transmitting the draft budget to the National Societies, receive before the session of the General Assembly information which indicates that there may be a need to alter it, he shall report thereon to the Governing Board which shall request the Finance Commission to examine the proposed changes and present its comments to the Governing Board which shall decide whether to make such alterations and to amend its report to the General Assembly accordingly.
- 3.10 The General Assembly shall examine the draft budget endorsed by the Governing Board together with the report from the Finance Commission and take a decision on it in accordance with Article 37 of the Constitution.



- 3.11 Should the Secretary General receive between the sessions of the General Assembly information which indicates that there may be a need to alter the approved budget, he shall report to the Governing Board which shall seek advice from the Finance Commission before deciding on the amendments.
- 3.12 Any necessary amendments to the budget shall be presented in a form and manner consistent with the two-year budget approved by the General Assembly.
- 3.13 The Secretary General shall be authorised to make appropriations within the budget parameters fixed by the General Assembly, or as modified by the Governing Board, to carry out the activities approved by the General Assembly.
- 3.14 The Secretary General shall report to the Finance Commission and the Governing Board on the implementation of the budget at each of their ordinary meetings.

4

Regulation IV  
Annual Contributions

- 4.1 Following adoption of the two-year budget by the General Assembly, the Secretary General shall inform the National Societies of the amounts of their annual contributions to the budget and request the member Societies to remit their contributions to the International Federation.
- 4.2 Effective not later than January 1, 2017, payment of annual statutory contributions in compliance with Financial Regulation 4.3 shall be made to the authorised Swiss bank account(s) in Swiss francs, U.S. Dollars, European Euros, or Japanese Yen. Payments of annual statutory contributions in currencies other than the Swiss franc shall only be accepted until the due day outlined in Regulation 4.3 of the financial year to which they relate subject to prior written agreement with the Secretary General. Following this due day, payment of annual statutory contributions or any outstanding portion thereof shall only be authorised in Swiss francs. All payments of arrears and payments pursuant to an arrangement for payment as per Article 36.4 of the Constitution shall only be made to the authorised Swiss bank account(s) in Swiss francs. All appeals of annual statutory contributions under Article 36.3 shall be considered by the Finance Commission and resolved only in Swiss

francs.

- 4.3 Annual statutory contributions shall be due and payable in full on the 31<sup>st</sup> of March of the financial year to which they relate. In January of the following financial year the unpaid balance of such contributions shall be considered as arrears.
- 4.4 Any National Society admitted as a new member of the International Federation shall pay the annual statutory contribution to the budget of the financial year immediately following the year in which it is admitted.
- 4.5 Statements of all annual statutory contributions received and outstanding shall be prepared periodically and provided to all National Societies by the Secretary General.
- 4.6 The Governing Board at any of its sessions, after consultation with the Finance Commission, may direct the Secretary General to take steps, including charging interest, in order to expedite the payment of contributions.

5

Regulation V  
Resources and Funds

- 5.1 The regular financial resources of the International Federation shall comprise:
- Annual statutory contributions of National Societies;
  - Voluntary contributions by National Societies;
  - Donations or any financial assistance from private individuals, States or any other public or private institutions;
  - Income derived from investments;
  - Service fees from National Societies and other service recipients;
  - Unrestricted reserves of the International Federation; and
  - Any other funds to which the International Federation may become entitled.

5.2 Trust and special funds may be established by the Secretary General for monies made available to the International Federation for relief actions or for other special purposes. Such funds shall be reported upon to the Governing Board. The purpose and limits of each such fund shall be clearly defined. Such funds shall be administered by the Secretary General in accordance with guidelines approved by the Governing Board.

5.3 Voluntary contributions, whether or not in cash, may be accepted by the Secretary General provided that the purposes for which such contributions are made are consistent with the policies and the Constitution of the International Federation.

In the event that acceptance of a contribution results in additional financial liability or any other risk over and above that related to normal operational activity the Secretary General will inform the Governing Board and, where necessary, request a budget amendment.

5.4 Donations accepted for purposes specified by the donor which are appropriate to the objectives of the Plan & Budget as defined in Regulation 3.3 of these regulations shall be allocated accordingly.

5.5 Any restrictions placed on the use of funds by donors shall be respected.

Any restricted funds remaining unspent at the end of the calendar year shall be carried forward to be used in the following year.

In the event that a donation cannot be used for its intended purpose it shall be returned to the donor or a request made to the donor to lift the restriction.

5.6 Donations accepted in respect of which no purpose has been specified shall be allocated within the budget of the International Federation by the Secretary General.

6 Regulation VI  
Custody of Funds

6.1 The Secretary General shall designate the banks in which the funds of the International Federation shall be kept, taking into account risk and operational requirements, and, upon request, shall inform

the Finance Commission and Governing Board thereon.

7

Regulation VII  
Investment of Funds

7.1 The Secretary General, after consultation with the Finance Commission, shall have authority to make short-term investments of funds not needed for immediate requirements, and to make long-term investments of funds owned by the International Federation and of funds administered by the International Federation which are not required in the short or medium term. Such investments shall be reported periodically to the Finance Commission and the Governing Board.

7.2 The Secretary General, in consultation with the Finance Commission, shall establish appropriate investment guidelines and select reputable financial institutions and investment managers to safeguard against investment losses while ensuring the liquidity necessary to meet cash flow requirements.

In addition to, and without detracting from these primary criteria, investments shall be selected to achieve a reasonable rate of return.

The Finance Commission will inform the Governing Board on the selection of investment managers and on the establishment of investment guidelines.

7.3 Income derived from investments shall be allocated to the budget of the International Federation on the decision of the Secretary General, after taking advice from the Finance Commission, unless otherwise decided by the General Assembly or the Governing Board. The Secretary General shall inform the Governing Board and the General Assembly on allocations made.

8

Regulation VIII  
Risk Management and Internal Control

8.1 The Secretary General shall establish a framework of internal controls supported by comprehensive procedures in order to:

a) Ensure effective protection of the assets of the International

Federation and guard against fraud;

- b) Ensure completeness of data and reliable financial reporting;
- c) Ensure compliance with local law;
- d) Ensure the economic use of the resources of the International Federation.

8.2 The Secretary General shall establish appropriate levels of authority and designate the officers who may receive funds, incur financial obligations, and make payments on behalf of the International Federation.

9 Regulation IX  
Insurance and losses

9.1 The Secretary General shall take out appropriate insurance to cover operational and other risks, including directors' and officers' liability insurance in respect of officials entrusted by him with the custody and disbursements of funds of the International Federation.

9.2 The Secretary General may, after full investigation, authorise the writing off of losses in cash, and other assets, but not any arrears of contributions due from National Societies. A statement of significant losses written off during the financial year shall be submitted to the Finance Commission and Governing Board with the annual financial statements.

10 Regulation X  
The Accounts

10.1 The Secretary General shall establish and maintain such accounting records as are necessary to allow for:

- a) The preparation of the statutory financial statements;
- b) The tracking of donor restrictions and the preparation of reports to donors;

- c) The preparation of reports to other stakeholders;
  - d) The tracking of assets and liabilities of the International Federation;
  - e) The tracking of income and expenditure in line with the plans and budget of the International Federation;
  - f) The tracking of individual funds of the International Federation;
  - g) The provision of appropriate operating information for management use.
- 10.2 The Secretary General shall establish appropriate rules for the retention of documents to support all payments and receipts.
- 10.3 The accounts of the International Federation shall be maintained in Swiss Francs.

11 Regulation XI  
Financial statements

- 11.1 The Secretary General shall prepare the statutory financial statements in accordance with an internationally recognised accounting framework, approved by the Finance Commission.
- 11.2 The financial statements shall be made available for examination by independent auditors not later than 31st March following the end of the financial year.
- 11.3 The financial statements shall be approved, in consultation with the Chair of reviewed by the Finance Commission, by the Audit and Risk Commission and endorsed by the Governing Board for adoptionapproval by the General Assembly.

**Commented [LdL1]: Substantive Proposal (Approval of Financial Statements)**

The Audit and Risk Commission to assume the sole responsibility of approving the audited financial statements, in consultation with the Finance Commission, for endorsement by the Governing Board and ultimate adoption by the General Assembly.

12 Regulation XII  
Management reporting

12.1 The Secretary General shall ensure that processes and procedures are in place to ensure effective financial management reporting to Secretariat management.

12.2 The Secretary General shall report to the Finance Commission and the Governing Board on the current years' income and expenditures of the International Federation at each ordinary sitting of the Finance Commission and Governing Board.

13 Regulation XIII  
Independent Audit

13.1 The General Assembly shall, on the recommendation of the Governing Board, following recommendation of the Audit and Risk Commission ~~Finance Commission~~, appoint a firm of internationally recognised independent auditors to carry out annually, and at such other times as may be necessary for special purposes, an independent audit of the financial statements of the International Federation.

**Commented [LdL2]:** Substantive Proposal (Appointment of External Auditors)

External auditors to be appointed by the Audit and Risk Commission.

13.2 The auditors shall conduct their work in accordance with international auditing standards and give an opinion on the financial statements stating whether or not the financial statements give a true and fair view of the financial position of the International Federation.

The Governing Board, the Finance Commission or the Audit and Risk Commission may, in addition, ask for other tasks to be conducted by the auditors.

13.3 In carrying out their functions, the auditors shall have access to the books and records of the International Federation at all times. They shall be entitled to obtain such information or explanation as they may require from the Secretary General, from any employee of the International Federation, or from any other persons the auditors deem necessary, with the agreement from the Secretary General.

13.4 The auditors shall bring to the attention of the Secretary General any identified weaknesses and non-compliance in internal controls.

13.5 The auditors shall report to the Secretary General any cases of suspected fraud that they identify during the course of their audit.

13.6 At the completion of each audit of the statutory financial statements the auditors shall submit a report of their findings to the Secretary General, ~~Finance Commission~~, Audit and Risk Commission and the President.

The ~~Finance~~ Finance Audit and Risk Commission shall report thereon to the Governing Board.

13.7 The auditors shall submit a draft of their audit opinion to the President and the ~~Finance~~ Finance Audit and Risk Commission.

13.8 After consideration of the auditor's report and the audit opinion, the ~~Finance~~ Finance Audit and Risk Commission shall approve the financial statements and recommend to the Governing Board whether or not they should endorse the financial statements for ~~adoption~~approval by the General Assembly.

13.9 The auditors shall complete their audit in principle not later than six months after the end of the financial year to which it relates.

14 Regulation XIV  
Internal Audit and Risk Management

14.1 The Secretary General shall set up an internal audit and risk management function to assist him in the management of risk.

14.2 The mandate of the internal audit and risk management function shall be detailed in a charter that shall be drawn up by the Secretary General who shall inform the Audit and Risk Commission and the Governing Board thereon.

14.3 The Secretary General shall consult with the Audit and Risk Commission when drawing up his plan of work on internal audit and risk management.

The Secretary General shall maintain a risk register to assist in the management and monitoring of critical risks.

14.4 The Secretary General shall present a summary of the activities, findings and recommendations of the Internal Audit and Risk Management function to the Audit and Risk Commission at each ordinary meeting.

**Commented [LdL3]: Substantive Proposal (Approval of Financial Statements)**

The Audit and Risk Commission to assume the sole responsibility of approving the audited financial statements, in consultation with the Finance Commission, for endorsement by the Governing Board and ultimate adoption by the General Assembly.



14.5 The Audit and Risk Commission shall inform the Governing Board regularly on internal audit and risk matters.

15 Regulation XV  
Delegation of Authority

15.1 The Secretary General may delegate to other senior officials of the Secretariat of the International Federation, whom he must nominate in each case, such of his powers as he considers necessary for the effective implementation of these Regulations.

16 Regulation XVI  
General Provisions

16.1 All financial provisions contrary to these Regulations shall hereby be cancelled.

16.2 These Regulations shall come into force on the ~~6<sup>th</sup> December 2015~~ [ ] ~~November 2017~~ at the end of the ~~21<sup>st</sup> 0<sup>th</sup>~~ session of the General Assembly (201~~7~~~~5~~) at which time the former financial regulations will stand repealed.

**Commented [LdL4]:** Date to be completed when adopted by the General Assembly to ensure certainty and accuracy of the date as per the May 2017 version (rather than an anticipated date)

16.3 These Regulations may be amended by the General Assembly in the manner provided by Article 43 of the Constitution of the International Federation.

# ANNEX 11

## **Report of the General Assembly Drafting Committee**

### **21st Session of the General Assembly International Federation of Red Cross and Red Crescent Societies Geneva, 6–8 November 2017**

Mr President,  
Dear friends and colleagues,

Our General Assembly was very well attended with the participation of 188 National Societies. The elections went smoothly with the General Assembly electing the IFRC's President, Vice-Presidents and regional National Society members of the Governing Board and appointing a Youth representative for the Americas.

The General Assembly appreciated the report of the Governing Board on the accomplishment of its functions. It endorsed the decision to create a Board governance group which prioritizes IFRC governance effectiveness, including the continued implementation of Board transformation and Board performance evaluation, achieving governance excellence on composition, competencies, responsibilities and meetings.

The delegates noted the outcomes of the 9th Pan-African Conference held in Abidjan, Côte d'Ivoire, from 9 to 12 April 2017.

The Youth Forum, conducted with the largest number of youth delegates (155) to date, supported the revised IFRC Youth Policy and called on National Societies to use it as a guideline. The Youth Engagement Strategy toolkit should be piloted for at least one National Society in each region before being fully rolled out. Both the Policy and Strategy capture the impact and viewpoints of young people in the decision-making process leading towards Strategy 2030. It called on National Societies to focus on:

- National Society ownership of regional networks with technical and financial support from the IFRC;
- Safety and security of volunteers;
- Increasing efforts in implementing humanitarian education with tools such as Youth as Agents of Behavioural Change to tackle xenophobia; working with governments and influencing public discourse on migration issues.

The Youth Commission's 2016–2017 oral report in the plenary generated a very long debate and numerous contributions. Many National Societies pledged their support for youth engagement and the scale-up of efforts to institutionalize policies and strategies that strengthen the IFRC's work with and for children, adolescents and young adults. The General Assembly approved all the decisions related to this item and congratulated the Youth on the Move and Volunteering Development award winners and runners-up.

The session on the Secretary General's report generated rich debates and discussions on strengthening National Societies' capacities and efficient Movement cooperation. This led to an additional provision, section 5, in item 2.3, requesting the Governing Board to conduct a

review aimed at ensuring the Federation allocates an increased proportion of the overall future budget to strengthening the capacities of National Societies and maximizing coordination efforts to avoid waste and the duplication of structures, with a view to leveraging the full value and effectiveness of our Federation.

The complementarity between the Volunteer Policy and Charter was noted. The delegates approved the Volunteer Charter with a view to its adoption by the Council of Delegates in 2019 as a Movement Charter.

The amendments related to the IFRC constitution, rules of procedure and financial regulations were adopted. The debates demonstrated that we are not experiencing a constitutional crisis and that the review was aimed at introducing improvements and providing more clarity.

It was recommended that National Societies ensure a gender balance for their representations in both the current Governing Board and the 2021 Board.

The decisions drafted for the other items were endorsed as they were proposed in the plenary.

National Society delegates had attended informal workshops and listened to a plenary discussion on trends and emerging issues affecting the IFRC network. These activities were meant to help shape the discussions in the four workshops on the theme “shaping the future: striving for excellence towards Strategy 2030” to be included in the report for the General Assembly.

The workshops provided a space for National Society leaders to start thinking about key trends and emerging issues affecting people and requiring change within National Red Cross and Red Crescent Societies.

The working group chairs informed participants that the sessions would be on key external trends, challenges and the implications for the future strategic framework of the IFRC and its members. It was emphasized, however, that the objective of these debates would not be to seek decisions on the thematic content that should be in the strategy. This exercise will be conducted and completed after a rigorous global consultation process to be carried out over the coming two years and presented at the 2019 General Assembly.

The chairs articulated the sessions’ discussions around the following main questions:

- 1. The kind of strategy the National Red Cross and Red Crescent Societies would like to have for the next decade (2030)**

The participants recognized the pace and scope of change in the world and categorized the challenges their National Societies are facing as follows:

**External challenges:** climate change, technology threats and opportunities, protracted conflicts and various socio-economic issues.

**Internal challenges:** accountability, transparency and integrity issues; duplication of organizational structures; insufficient coordination within the Movement; and volunteer retention.

Considering the nature of these challenges and the constantly changing environment, the participants discussed the option of having a flexible strategy or one that is focused. They preferred a balance between a general framework and adaptability to local context. They emphasized that the strategy should be compatible with the National Societies' strategic plans and the local governments' priorities to ensure its relevance and correlation.

**Highlights from the discussions:**

- Red Cross and Red Crescent work should be guided by the Fundamental Principles and core values
- The need for a thorough review of Strategy 2020's implementation so that the lessons learned can inform the future strategy (2030)
- Simplicity in format and content
- Have a practical, cross-cutting strategy that is adaptable to different National Society contexts
- Include simple guidelines on how to implement it
- Results-based and measurable with achievable targets and goals
- Include a clear commitment on addressing accountability, transparency and integrity issues
- Focus on National Societies' core competencies to optimize their potential and added value
- Take into consideration trends and emerging issues that affect communities.

**2. The importance of collective impact**

The delegates reflected on the need to include the Sustainable Development Goals (SDGs) and use the World Humanitarian Summit report and other agencies' reports to broaden the scope of the Red Cross and Red Crescent network.

While specific key performance indicators (KPIs) were not addressed, their use to measure impact was commended. The consultation process will determine how the KPIs will correlate with the SDGs.

Strong commitment towards greater accountability was emphasized as well as the need to establish an effective regular monitoring and evaluation system, with user-friendly mid-term reviews and executive summaries.

### 3. The type of consultation process

The participants recognized that a wide and robust consultation process should be conducted to ensure that all National Societies are consulted. A bottom-up and participatory approach should be adopted at all levels to inform the strategy:

- **Internally:** including their branches, volunteers, youth and communities
- **Externally:** involving experts, partners and other stakeholders (national and local governments, other NGOs, regional authorities and organizations, etc.)
- Reflecting gender, age and diversity
- Using technology and innovation to the fullest potential; adopting the principle of “do no harm”.

In brief, we had a very good participation and enriching debates and ideas on how to build on the previous strategy, thoroughly evaluate its strengths and weaknesses and consider the trends and emerging challenges affecting communities using a futures and foresights approach. It was recommended that a wide consultation be conducted with National Societies for a better understanding of their priorities, core competencies, strategic plans and, in general, their local contexts.

As already mentioned, we have seen amazing National Society participation in our 21st session of the IFRC General Assembly. The fruitful debates in the plenaries and thematic working groups led to decisions that will help our National Societies and communities to reinforce their capacities and sustainability and to scale up their development and humanitarian work worldwide.

The Drafting Committee members express their warmest thanks and appreciation to the leadership, staff and volunteers of the Turkish Red Crescent Society for their warm hospitality and excellent organization of our Statutory Meetings.

Thank you.

Chair of the Drafting Committee