



MANILA CALL FOR ACTION

ENGAGING LOCAL
HUMANITARIAN ACTION IN A
FAST-CHANGING WORLD
MID-TERM REVIEW

MAY 2021

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INTRODUCTION



The **Manila Call for Action (MC4A)** was made by Asia Pacific and Middle East/Gulf Red Cross and Red Crescent (RCRC) National Societies at the 10th Asia Pacific Regional Conference, hosted by the Philippine Red Cross, in November 2018. MC4A outlined the National Societies' humanitarian priorities over four years in 13 targets and 22 commitments; aimed at revitalizing their collective efforts. Although made prior to the outbreak of the COVID-19 pandemic, MC4A included a highly relevant commitment to work in partnership to prepare, prevent and respond locally to pandemics.

The International Federation of Red Cross and Red Crescent Societies' (IFRC's) Asia Pacific Regional Delegation is Secretariat for MC4A. IFRC's Middle East and North Africa (MENA) Delegation is also a party to the pledge. Both offices have worked to align planning to empower National Societies to make realistic gains. IFRC has compiled this mid-term review of progress halfway between regional conferences by seeking data against MC4A indicators from 50 National Societies (38 Asia Pacific

and 12 Middle East/Gulf), secondary data and interviews.

This review has been strengths-based, highlighting key achievements and high-performing National Societies, while identifying critical gaps where work is needed to advance our achievements.

We thank all National Society and IFRC staff who have contributed to the review process. Together, we can be proud of what has been collectively achieved in implementing MC4A to date.

BACKGROUND

MC4A builds upon the Beijing Call for Innovation, outcome of the 9th Asia Pacific Regional Conference. MC4A was preceded by the 3rd Asia Pacific Youth Summit and Youth Forum on the first day of the conference. The pledge is divided into three thematic priority areas:



Engaging

To enable the conditions
for resilience



Local Humanitarian Action

Greater localization



Fast-Changing World

Our collective capacity to
adapt

Rationale for Engaging Local Humanitarian Action in a Fast-Changing World — *November 2018*

Asia Pacific and the Middle East/Gulf regions stretch from the eastern shores of the Mediterranean Sea to the furthest outreaches of the Pacific Ocean and is home to almost two-thirds of the world's population. Asia Pacific is a dynamic, diverse and fast-changing region with strong economic growth. The Asia Pacific region drives global innovation and opportunities. Asia Pacific is also prone to catastrophic disasters due to extreme weather events, earthquakes and volcanic eruptions. The devastating impacts of climate change are a reality across the region and projected to be an increasing threat. The Asia Pacific and Middle East/Gulf regions are also affected by some of the world's most complex and protracted conflicts. These disasters and crises destroy lives and livelihoods, and lead to millions of people leaving their homes as migrants and refugees. Health is a major concern, with high risk and prevalence of non-communicable diseases and epidemics [and now the COVID-19 pandemic].

In today's world, trust constitutes one of the most important assets for organizations to obtain the support required for any work in society. For humanitarian institutions, it is necessary to guarantee access to the most vulnerable people in the world independently of their status and living conditions, and for the international RCRC Movement to accomplish its humanitarian mandate. To foster this trust, we must ensure that we reflect the diversity of our communities. This requires an active and diverse participation, including representation of youth, women and people with disabilities.

Asia Pacific and MENA Leaders' Meetings

— April 2021

Draft MC4A mid-term review findings were presented. Chairman Gordon, President, Philippine Red Cross and convenor of the Manila conference reflected on MC4A as an opportunity to share progress against common challenges and learn from one another. The COVID-19 pandemic—that has so changed and dominates our humanitarian landscape—was acknowledged as a global crisis and an opportunity to demonstrate the value of the RCRC Movement.

There was interest in how the regional RCRC network may stay ahead of investment in COVID-19, climate change and population movement, key MC4A areas of focus anticipated to be priorities for the next decade. IFRC President Francesco Rocca called for a greater focus by members on achieving gender equality in leadership. Middle East National Societies highlighted the need for localization and noted concerns around expanding local capacity. Leaders observed that COVID-19 has heightened the importance of safe education and psycho-social support, including for refugees. Asia Pacific National Societies reflected on their ongoing need for relevance and to attract young volunteers, build trust, build sustainability and for greater digitalisation. Leaders noted governance issues and challenges in balancing branch autonomy with consistent approaches, ensuring that minimum standards are met.



FINDINGS

3.1 Humanitarian Context



Our modern era's greatest challenge in our **fast-changing world** is converging and compounding crises. Demand for RCRC services is growing, while the operating context for humanitarian action becomes increasingly difficult and dangerous, with emergencies — including climate-induced emergencies — unfolding alongside social exclusion, displacement, drawn-out, complex armed conflict, and the outbreak of the COVID-19 pandemic. In the second quarter of 2021, Asia Pacific is the epicenter of the second wave. The pandemic is heightening inequalities and more greatly impacting those already facing crises. National Societies are at the forefront of COVID-19 operations and rolling out vaccination programmes through their auxiliary role to their governments, supporting the fair and equal distribution of vaccines, including to undocumented populations. The pandemic has sped up RCRC efforts in some areas, such as active surveillance. The importance of Safer Schools has come into sharper relief with the disruption to education caused by extended lockdowns and move to online learning. Some Asian countries have experienced the strictest movement control orders in the world.

IFRC and member National Societies are increasingly active in urban areas to serve the most vulnerable and continue to support the development of more resilient communities.

The pandemic has expedited **local humanitarian action** and localized disaster response due to movement restrictions, while National Societies have adapted to new ways of working and providing remote support. Physical distancing requirements have impacted established ways of working and hampered humanitarian access, requiring new and safe modalities for volunteers and improved processes for business continuity and ongoing delivery of services to people in need. National Society strengthening is emerging as a foremost priority, so that they may fulfil their auxiliary role to governments and transform ways of working to be COVID-19-safe and disaster-ready. In the 47 disasters and crisis response operations supported by Asia Pacific and MENA since the pandemic outbreak, all affected communities are at risk of contracting COVID-19, along with volunteers and responders providing the assistance. The RCRC

Movement is working to increase capacity to surge wherever humanitarian need is greatest, as well as needing a global plan to improve localized, emergency responses. Increasingly, we know which countries are most likely to be hit and at what time of year. Strong National Societies must be better prepared to respond to the increasing numbers of climate disasters, now and after COVID-19. The needs of migrants, refugees and displaced people are increasingly being identified and addressed by National Societies, with an estimated 40 percent of global migrants originating from Asia Pacific¹. Cash programming is increasingly supporting localized responses and providing greater dignity for impacted populations.

Regional National Societies must also keep **engaging** for resilience with diverse communities and stakeholders and maintain their focus on continual improvement, organisational development and building support for humanitarian values. As the MC4A pledge observed, trust is an important asset for humanitarian organizations and crucial to our successful work with communities.

Several key and interdependent global and regional initiatives are simultaneously taking place in the review period, including implementation of the:

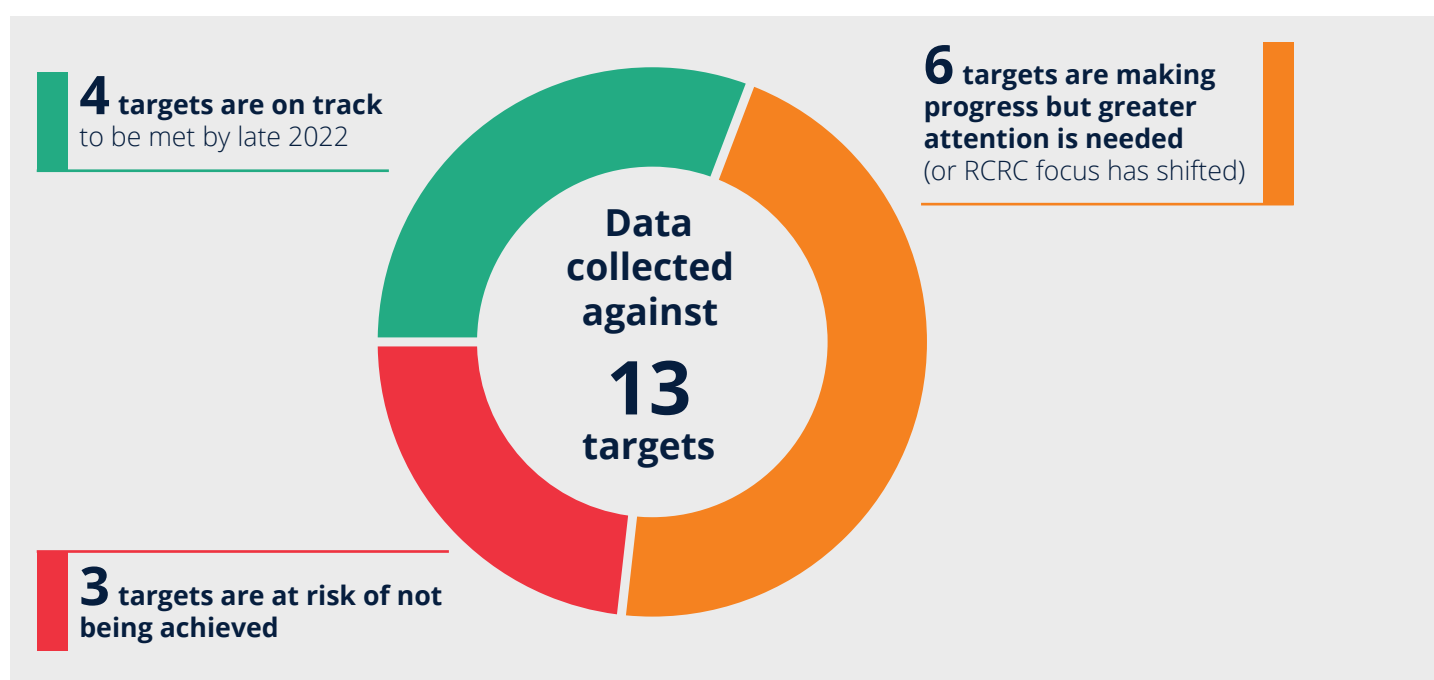
- **IFRC Strategy 2030 and Agenda for Renewal**
- **Sendai Framework for Disaster Risk Reduction, 2015-2030**
- **Sustainable Development Goals (SDGs)**
- **Global Compact for Safe, Orderly and Regular Migration; and the**
- **Grand Bargain**

3.2 Methodology

This review uses a ‘traffic light’ system to categorise progress against targets. Approximate percentages illustrate total collective progress to date, including baseline data, with written indication given as to whether there has been a positive change in the review period.

Notably, data collection against MC4A indicators has been challenging, with significant gaps (see ‘Annex 1: Methodology’ for further information). Progress against targets may thus be higher than indicated. Data has been supplemented and triangulated by IFRC and secondary sources.

3.3 Overview



Sound progress is being made against eight additional commitments, with one having been met: establishing a partnership framework to address localization².

The COVID-19 pandemic has concentrated our collective focus on operations and response, which has sped up progress against related MC4A objectives and the following targets and commitments:



Expanding cash programming for disaster response



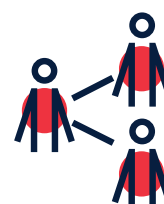
The adoption of Community-Based Surveillance (CBS)



Pandemic preparedness and response at a local level



Integrating the needs of migrants, refugees and displaced people in planning



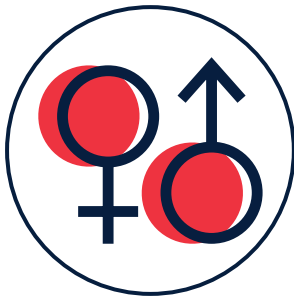
Shared leadership

The enhanced focus on operations and response has, however, come at the expense of longer-term development and policy work in some instances, with corresponding MC4A objectives requiring attention or being at risk of not being met. MC4A calls for: greater involvement of women, young people, volunteers and diverse communities in decision making; building youth and volunteer skills; and ongoing work to reduce the digital divide. While efforts continue here, they have been delayed. E.g. COVID-19 has necessitated a greater focus on volunteer safety and security. Systemic responses are needed to progress women's leadership. While MC4A exhorts zero tolerance for fraud and corruption and Sexual Exploitation and Abuse (SEA) to ensure integrity, probity, transparency and accountability for our stakeholders, the development of policies to address these areas is slow.

This review includes **14 recommendations** to advance our collective achievements against MC4A. Critical gap areas where attention is most needed to further MC4A achievements:

- Strengthening gender equality and diversity in leadership in National Societies and IFRC
- Asia Pacific³ National Societies incorporating youth representatives, elected or appointed by youth, at decision-making level
- Preventing fraud and corruption and SEA through the implementation of relevant policies.

3.4 Engaging: for Resilience



Target 1:

At least 50 percent of the elected and appointed leadership of the National Societies and IFRC governance are women

Related commitment: We are committed to achieve greater female representation at the leadership and governance levels, both at the international and National Society levels

Indicators:



Number of women/men in leadership and governance levels (Governing Board, President and Secretary General) in all National Society governance positions, and IFRC Asia Pacific and MENA Heads of Country Delegations and Country Cluster Delegations and Heads of Unit in Senior Management Teams



Number of women/men in National Society branches



Number of women/men as volunteers

Overview:

Approximately 20 percent of Asia Pacific and Middle East entities (National Societies and IFRC) have reached the target, with no positive change evident within the review timeframe⁴. Seven Asia Pacific National Societies (14 percent) and one Middle East National Society (8 percent) have 50/50 or higher representation of women on their Governing Boards. The Pacific sub-region has notably higher numbers of women in leadership. Some National Societies have not changed leadership in the reporting timeframe, with turnover on Governing Boards being slow. There was insufficient data on branches and volunteers to undertake a comparative analysis on whether there are sufficient women building their skills and experience for successful applications for leadership roles ('the

pipeline issue'); limited data available suggests that attention is needed here.

The Federation has shown a strengthened commitment to gender equality and some positive change in women in its leadership within the review period. Yet while there are strong women leaders in the RCRC Movement, and regional initiatives underway to strengthen gender equality and diversity in leadership, there is significant work left to achieve this ambitious target⁵. Promoting gender equality and diversity at all levels of RCRC organizations is crucial for the ongoing success, integrity, reputation, and relevance of the Movement. Research on the humanitarian sector shows that people from all backgrounds and



20% achieved Asia Pacific and Middle East

genders lead better in combination⁶. Diversity in leadership also enables us to benefit from different perspectives and enables us to better reflect the communities we serve, which supports us in meeting different communities' needs⁷. Integrity

in organizations has also been linked to greater diversity in leadership. Initiatives to support this target should consider women's advancement at all levels to address the pipeline issue, including amongst volunteers.

Key achievements



>5 Asia Pacific National Societies have gender quotas in revised constitutions⁸. **Fiji Red Cross Society's** new constitution has strong inclusion and equality elements.



The **Pacific President Network Women in Governance Working Group's** networking, training and peer support for members, which has held three workshops held to date.



Asia Pacific Equal Opportunities for Leadership Project for National Societies and IFRC offices⁹.



MENA Women in Leadership meeting, March 2021.



IFRC achieved 50/50 gender equality in senior regional appointments (Directors and Deputies) in 2020. New gender quotas for at least 40 percent women have also been introduced for regional representation in the 2022 IFRC Governing Board elections. Furthermore:

- IFRC MENA female Heads of Delegations have doubled to four, with five men in roles¹⁰.
- 2 IFRC Asia Pacific female leaders (one national; one delegate) were selected to pilot online coaching software Ezra in partnership with Geneva Human Resources in mid-2020
- IFRC Asia Pacific reached gender parity in rapid response deployments for the first time in 2020 with 23 women and 22 men deployed¹¹.



Asia Pacific Women Leaders in Emergency Operations Virtual Community, to be launched in mid-2021 supported by IFRC, will strengthen peer support and professional development. The virtual community will pilot shadowing missions and mentoring opportunities.



Target 2:

At least **70 percent** of National Societies join the One Billion Coalition for Resilience (1BC)

Related commitment: Joined the 1BC and advocate for effective collaboration and partnership in programme development implementation in both urban and rural sectors at various levels of society

Indicators:



Number of National Societies who have launched the national coalition for resilience

Overview:

Six Asia Pacific National Societies and one Middle East National Society have joined 1BC, with a small positive change within the review period¹². While National Societies remain committed to the spirit of 1BC, many are progressing community resilience work differently through local, nationally led programming in response to complex needs during the pandemic; why this target is 'amber' rather than 'red'. Work has continued by RCRC in strengthening the resilience of communities to hazards and other threats. The 2021 update of the report [Local Action, Global Reach, 2020-2021](#) highlights the ongoing contribution of National Societies resilience in the region and globally agreed agendas (Sustainable Development Goals, Sendai Framework and the Grand Bargain).



20% achieved Asia Pacific and Middle East



Target 3:

At least **50 percent** of National Societies have a diverse representation of volunteers in leadership and governance with a particular focus on youth



Target 4:

At least **80 percent** of Asia Pacific National Societies incorporate youth representatives, elected or appointed by youth, at decision-making level

Related commitment: Ensure a diverse representation of youth and volunteers in leadership and governance

Indicators:



Number of National Societies that have at least 30 percent of their Governing Board members who are youth and/or volunteer



Number of Asia Pacific National Societies with youth representatives, elected or appointed by youth at National Society governing board level, OR with another structure/mechanism by which youth voice is regularly gathered and shared with their Governing Board

Overview:

Target 3: 26 Asia Pacific National Societies and four Middle East National Societies have youth representatives on their board, including 100 percent of Pacific National Societies (not all were elected or are young people). Other National Societies have mechanisms for bringing feedback from youth working groups, etc to the Governing Board. Where data was available, youth and volunteer board members were generally below the 30 percent required to meet this indicator. Six Asia Pacific National Societies reported that they were mostly or fully comprised of volunteers.

Target 4 (Asia Pacific only): Available data was less conclusive about diversity on boards and regarding youth representatives being elected or appointed by youth. All National Societies are being encouraged to consider adopting inclusion and equality clauses as part of constitutional reviews to support greater diversity in decision-making. More work is needed to build youth engagement in decision-making for engagement, accountability, trust, relevance and succession planning.



Target 3

65% achieved in Asia Pacific

30% achieved in Middle East

Target 4

Data inconclusive but unlikely to be met

Key achievements



26 Asia Pacific National Societies and **4** Middle East National Societies have youth representation on their Governing Board. A further three Middle East National Societies have youth directors



>9 Asia Pacific National Societies have revised their constitution to include quotas for youth representation in the review period, and **>4** to include diversity quotas



>20 Asia Pacific National Societies participated in youth and volunteer forums via SOKONI, a community of practice for all thematic areas in relation to COVID-19 operations. Volunteers and staff may raise challenges faced in the field and discuss these in an open forum



Target 5:

The IFRC and all National Societies develop mechanisms and tools to attract and retain volunteers

Related commitment: Enhance the skills and capacities of youth and volunteers and engage their talents through technology and social media

Indicators:



Percentage of National Societies that offer a digital volunteering platform¹⁵, either their own or through a collective system



Numbers of volunteers linked through a digital volunteering platform
a) in their own country and
b) across countries

Overview:

The target is approximately one third achieved in terms of National Societies offering digital volunteering platforms. Planning is underway for a digital volunteer platform for Asia Pacific National Societies linked to a regional-level platform, in line with IFRC's enhanced digitalisation agenda. Federation leadership must facilitate greater regional cooperation and trust to progress this objective, which will enable IFRC to map its

volunteer strength and resources and prepare for a more distributed network. IFRC's focus for supporting volunteers has shifted to safety and security since the outbreak of the COVID-19 pandemic, delaying work against this objective. This work also relies on volunteers bringing their own technology, which complicates progress. Further analysis is needed regarding whether systems are in fact engaging and contributing to volunteer attraction and retention.

Key achievements



15 Asia Pacific National Societies have developed some form of digital volunteer database¹³



8 Middle East National Societies have software for volunteering management¹⁴. Four have a non-specific software database (Excel, Access). Five have a specific digital platform to recruit volunteers and promote opportunities, events and campaign activities to engage new volunteers



**30% achieved
in Asia Pacific**



**40% achieved
in Middle East**



Target 6:

100 percent of National Societies use appropriate connectivity tools considering their national and local context

Related commitment:

- *Develop sustainable, relevant connectivity technologies to reduce the gap created by the digital divide*
- *Increase our investment in innovative approaches and technologies, while revitalising volunteerism and youth mobilization in urban settings*

Indicators:



Percentage of IFRC-led operations for which National Societies regularly use platforms and applications maintained by IFRC (including creation of data products and services and overall data use for decision-making)



Number of partnerships with digital companies to facilitate National Societies access to IT foundational systems (connectivity, equipment and core systems) services, and skills in their countries



Number of IFRC and National Society personnel (staff and volunteers) receiving digital and/or data training

Overview:

Good progress is being made towards this target. More work is needed in the Pacific sub-region.



85% achieved in Asia Pacific and Middle East

Key achievements

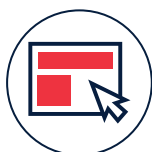


All Asia sub-regions and MENA National Societies are at **95-99 percent connectivity capacity**



100 percent of IFRC-supported operations are registered on the GO platform, allowing National Societies and partners to access interactive data related to each emergency

- 408 public field reports were submitted from Asia Pacific and 148 public field reports from MENA submitted to the GO platform from January 2019 to present
- 37 Asia Pacific National Societies loaded reports onto the GO platform for COVID-19 operations (34 shared their field reports as a public report)
- All Middle East National Societies have a COVID-19 emergency page on the GO platform and submitted at least one COVID-19 field report



IFRC Asia Pacific has **established an operations analysis dashboard** used by visitors from at least 43 countries since inception (Malaysia, Indonesia and USA: top three)



21 Asia Pacific National Societies are represented amongst 89 Asia Pacific Information Network (APIN) members. The network was established in May 2019



Trainings in 2019-2020:

- 294 participants undertook an Information Management (IM) training (GO/LEAP trainings)
- 183 participants from MENA National Societies participated in IM trainings
- 50 IFRC MENA staff received digital and data trainings



Target 7:

Establish a community of practice for income-generating activities and social entrepreneurship

Related commitment: Establish a community of practice with the business community for optimizing income-generating activities and social entrepreneurship

Indicators:



A community of practice is established by 2022



Number of shared of relevant best practice, case studies, tools and guidelines

Overview:

This target is on track for completion in 2021. An Asia Pacific Regional Livelihoods Reference Group for livelihoods practitioners will be formalised by 10-15 National Societies, IFRC Country Delegations and Country Cluster Delegations who have identified livelihoods work as a priority. The mainstreaming services of Livelihood Resource Centre, Madrid (e.g. help-desk, dialogue with IFRC Asia Pacific) was initiated and a virtual learning session conducted in 2020 to progress this. The reference group will nurture not only a community of practice in Asia Pacific but beyond, potentially with MENA which shares common experiences of population movement and associated livelihood needs of migrants, refugees and internally displaced people in Syria, Jordan and Lebanon, Cox's Bazar and soon likely Thailand and Indonesia. The reference group will have a close functional relationship with the Community of Practice: Income Generation Program, for innovation and replication.

Notably, the reporting period has witnessed the occurrence of complex crises including COVID-19 coinciding with IFRC Strategy 2030's enhanced focus on National Societies' preparedness for effective local action. With complex crises, there is a need and requirement for interventions including pre-, acute-, chronic- and post-crisis. Considering this, IFRC has been supporting National Societies to shift their focus to early recovery, medium to long term livelihood programming and working with markets, with greater focus on delivering programs such as the Women's Empowerment Fund. Enhanced medium to long-term engagement is needed in the field for a sustained impact and institutionalization of practices, along with leadership support and resourcing from stakeholders.



50% achieved in Asia Pacific

Key achievements



The Women's Empowerment Fund

Programme, an example of regional cooperation established out of the MC4A conference and funded by Kuwait Red Crescent and underway in **Afghanistan, Bangladesh, Pakistan and Vietnam** to progress the PGI and Sustainable Development agendas¹⁶ and SGBV awareness. In 2020, over 2,500 women entrepreneurs were supported with grants, vocational and entrepreneurial training and organized into 30 self-help groups¹⁷. The region has not had a programme of this shape and magnitude before now



A community of practice for livelihoods is being nurtured across six countries with relatively stronger, sustained interventions. While predating MC4A, these programs have been significantly contextualized in the review period to be more community-focused and take into consideration vulnerabilities to disasters, conflict and climate change in line with MC4A objectives and COVID-19. The group includes those implementing the Women's Empowerment Fund Programme and:

- The **Myanmar Red Cross Society**, which is implementing a long-term Community Resilience Project supported by British Red Cross and other Partner National Societies
- The **Philippine Red Cross** is innovating from learning and sharing learnings with other regional National Societies, with support from the Spanish Red Cross and German Red Cross



The Livelihood Resource Centre website has comprehensive list of guidelines and an interactive COVID-19 helpdesk to address any queries emerging from National Societies



MENA held a roundtable on food security and livelihoods in March 2021, with 26 attendees joining from five MENA National Societies, two PNS, IFRC and the Livelihoods Resource Centre. Outcomes will inform the global food security and livelihoods strategic direction until 2030



Ongoing COVID-19 Response Plans focus on household-level economic distress

3.5 Local Humanitarian Action: Greater Localization



Target 8:

At least **60 percent** of National Societies are 'cash ready'

Related commitment: Encourage National Societies to adopt cash programming as an important tool to maintain dignity for affected populations

Indicators:



Number of relevant cash programming activities / trainings in number of National Societies conducted by IFRC



Number of people reached by cash programming and number of National Societies reporting

Overview:

'Cash readiness' is defined as achieving and reporting towards a minimum of level 3 of the Movement Cash Preparedness Framework. Good progress is being made against this target with IFRC and PNS support. Notably, most Pacific National Societies are still defining their Disaster Management (DM) capacity, with the majority yet to build basic capacity and ensure that volunteers are ready to respond during humanitarian crises. Without the basic elements of DM (structure, resources and strategy), it will take time to take up cash and voucher assistance as modality of emergency response.



**65% achieved
in Asia Pacific**



**85% achieved
in Middle East**

Key achievements



20 Asia Pacific National Societies are cash ready or 'cash capable' (i.e. currently have programs)



4 Middle East National Societies have cash programs, while the Syrian Arab Red Crescent and Yemeni Red Crescent beginning cash delivery most recently



Vanuatu Red Cross Society and Fiji Red Cross Society have made significant progress towards cash readiness, supported by the Australian Red Cross



The **Counting Cash** initiative (2019) was completed in May 2020, showing that a total of 192,522 people was reached with Cash and Voucher Assistance (CVA) by IFRC and member Asia Pacific National Societies¹⁸. 322,035 households (1.6 million people) received CVA from 15 National Societies in 2020¹⁹. The COVID-19 response has seen an increase wherein 182,603 households (924,880) people have received CVA to protect livelihoods, meet immediate households needs



139,432 households reached from 12 DREFs and 10 Emergency Appeals with CVA components



IFRC Asia Pacific also supported the Training of Trainers for 27 staff members across the region on Cash and Information Management hosted by **Singapore Red Cross**, November 2018



MENA National Societies, together with IFRC and RCRC Movement partners, developed a two year (2019-2021) regional POA to advance the cash and voucher agenda



In the Middle East, the use of cash modality under DREF operations is increasing (e.g. Syria forest fires and Iraq Tayaran Square explosion). The **Iranian Red Crescent** used cash modality at scale in emergency response to floods; one of the highest in terms of cash disbursed for an emergency



Target 9:

100 percent of National Societies and the IFRC roll out the Minimum Standard for PGI in Emergencies (Minimum Standard) in their operations

Related commitment: Integrate PGI and Community Engagement and Accountability (CEA) into our policies and strategic guidance and include people with disabilities in National Societies' membership, programmes

Indicators:



Number of National Society Emergency Plans of Action (EPOAs) that reference the PGI Minimum Standard and how this will be applied in an operation



Number of National Societies EPOAs that reference CEA activities and how they will be applied in the operation



Number of people with disabilities included in National Societies' membership



Number of programmes that address people with disabilities

Overview:

While good progress has been made in mainstreaming PGI in terms of consistency of language, data collection and training, greater focus is needed in all operations to ensure dignity, access participation and safety for all served. Less than half of National Societies noted that they incorporate the Minimum Standard/PGI elements into programming in data collected to date. Only 26 percent of Asia Pacific and MENA EPOAs in the review period mention the Minimum Standard, and 20 percent explained how they will implement these²⁰. Greater technical support is needed for integration into plans as there is often a lack of identified evidence to show that outputs have been met.

National Societies have increased and strengthened CEA activities. In Asia Pacific, CEA was mainstreamed in several National Societies due to COVID-19, while major operations have CEA dedicated persons

(i.e. Cox's Bazar and Indonesia). In the Middle East, CEA is relatively new and the focus has been on Risk Communication and Community Engagement (RCCE), promotion and supporting design (e.g. introductory workshops, assessments and drafting policies), and thus it is relatively early to track achievements. The global training package is being used for training and developing tools. 21 percent of Asia Pacific and MENA EPOAs mentioned CEA feedback activities to be performed within the review period²¹. More focal points are needed to progress this work.

There was insufficient comparable data provided to determine the number of people with disabilities in National Societies' membership and targeted programmes. Some regional National Societies stand out for drafting PGI-related policies and disability inclusion.



30% achieved in Asia Pacific and Middle East

Key achievements — PGI



Significant improvements have been made integrating PGI into EPoAs and reports

- EPoAs and DREFs now have consistent language on integrating the Minimum Standard and collecting Sex, Age and Disability Disaggregated (SADD) data
- Most National Societies included PGI in their COVID domestic response plans



High-performing National Societies:

- The **Philippine Red Cross** stands out for its PGI-related policies
- The **Nepal Red Cross** has one of the strongest PGI teams in Asia Pacific, with several focal points leading on disability inclusion, child protection and SGBV prevention and response
- The **Bangladesh Red Crescent Society** consistently mainstreams PGI into DREFs and EPoAs and the People Movement Operation, with programmes focusing on prevention of child marriage and better protection mechanisms for affected populations



>30 Asia Pacific National Societies received PGI Minimum Standard/Dignity, Access, Participation and Safety (DAPS) mainstreaming training. Four webinars were conducted on COVID-19 response

Key achievements — CEA



High-performing National Societies:

- **4 National Societies (Nepal, Indonesia, Bangladesh, Myanmar)** have fully integrated CEA into policies and strategic guidance. Others are progressing this work or drafting their own CEA policy. National Societies increasingly include CEA in programme funding proposals and work plans
- In **Libya**, a CEA Feedback and response mechanism policy was drafted following the National Society's workshop to understand CEA needs. This policy will be contextualized for other National Societies to enable different projects to build their own feedback system



In the Middle East, CEA trainings are provided jointly with other support functions. In December 2020, a two-day workshop with PGI and PER showed the interlinkages between these functions. Trainings with Community Health for the COVID-19 response have addressed handling feedback, rumour management, creating FAQs and ethical considerations during communications



An ongoing RCCE relevance study is planned by IFRC CAE unit in Lebanon and Libya supported by the National Societies, British Red Cross and ICRC

Key achievements — people with disabilities inclusion



The **Philippine Red Cross** stands out for its work in ensuring the inclusion of people with disabilities in their programs, both as an affected population and as volunteers



Target 10:

At least **75 percent** of National Societies integrate the needs of migrants, refugees and displaced people in their strategic planning processes, including through specific needs assessments and the development of migration policies and strategies where relevant

Indicators:



Number of National Societies addressing the needs of people in protracted crises



Number of National Societies that considered the needs of migrants during their Strategic Planning process



Number of National Societies that have a needs assessment or migration policy

Overview:

Good progress is being made against this target, with additional National Societies noting their intention to undertake work in these areas. The COVID-19 pandemic has led several National Societies to strengthen engagement and action on migration and displacement. A critical gap is limited financial and/or technical resources available to support strategic dialogues and national assessments.



**55% achieved
in Asia Pacific**



**65% achieved
in Middle East**

Key achievements



16 Asia Pacific National Societies have integrated the needs of migrants, refugees and displaced people into their strategic guidance (a small number were pre-MC4A)



7 Asia Pacific National Societies have conducted a migration and displacement needs assessment and/or training on migration and displacement (very few were pre-MC4A²²)



4 Middle Eastern National Societies have made significant progress in these areas, with a further two having made reasonable progress to address the Syria crisis



22 National Societies included migrants, refugees and/or internally displaced people in their COVID-19 Response Plan



IFRC, ICRC and Australian Red Cross research report on barriers for migrants in accessing essential services during COVID-19 and National Societies' activities to meet humanitarian needs



High-performing National Societies:

- The Maldivian Red Crescent established and manages a Migrant Resource Centre in response to COVID-19, in collaboration with partners and with government support. MRC provides food, non-food items, health support information, legal aid referrals and registers all migrants – irrespective of legal status – to ensure that they can receive vaccinations
- The Myanmar Red Cross Society continues to implement its Action Plan on Migration and Displacement, including completing a National Assessment, introductory training for staff and volunteers, and a Study on Labour Migration and Human Trafficking
- The Pakistan Red Crescent Society completed a National Assessment on Migration and Displacement
- PMI (Indonesian Red Cross) and the Philippine Red Cross had migration-specific emergency operations, and held successful Lessons Learned Workshops, including plans for future support and scaling up activities for migrants and displaced people
- The Bangladesh Red Crescent Society continues to lead the emergency response for displaced people from Rakhine, through the Population Movement Operation in Cox's Bazar
- The Thai Red Cross Society implemented a collaborative project to reach migrant workers with COVID-19 prevention and relief items, as well as CEA activities
- A two-year cross-border collaborative project between Cambodia Red Cross, Laos Red Cross and Thai Red Cross Society focused on migrants living with HIV/AIDS was completed, with support from Italian Red Cross and IFRC. Discussions for Phase 2 of the project, to include strengthened cross-border engagement between National Societies, are underway
- In response to COVID-19, the Australian Red Cross provided one-off financial support to migrants with temporary visas and undocumented people and strengthened evidence-based advocacy with national and local authorities on barriers for migrants in accessing essential services



IFRC and the Asia Pacific Migration Network (APMN) have produced Quick Guides or Guidance for National Societies on:

- MC4A Migration Targets and Commitments
- IFRC Global Migration Strategy; and
- Conducting a National Migration and Displacement Assessment

3.6 Fast-Changing World: Our Collective Capacity to Adapt



Target 11:

At least **50 percent** of National Societies introduce Forecast-based Financing (FbF) and Community Based Surveillance (CBS)

Related commitment: Invest in FbF and CBS systems, linked to proper monitoring and alert mechanisms

Indicators:



Number of National Societies with Early Action Protocols established



Number of National Societies with established CBS with close coordination with Government



Number of NS that introduce FbF

Overview:

In Asia Pacific, 36 percent of National Societies have met the FbF target; and approximately 95 percent have met the CBS target. Active surveillance has been a key activity for National Societies during the COVID-19 pandemic. No Middle East National Societies have introduced CBS nor FbF and significant additional resources may be needed to progress achievements here.



**65% achieved
in Asia Pacific**



**25% achieved
in Middle East**

Key achievements — FbF



8 active FbF projects are being implemented by Asia Pacific National Societies. In addition, four orientations have been undertaken. A FbF scoping study followed by a multi-partner feasibility study including government ministries and UN agencies was conducted in Myanmar



6 Early Action Protocols (EAP) have been approved in Asia Pacific²³. Vietnam's EAP on heatwaves is the first with an urban focus, as aligned with the RCRC Movement's global strategy



Asia Pacific National Societies have been supported by IFRC to implement FbF and related early actions for COVID-19:

- **Bangladesh Red Crescent Society** activated its EAP for cyclones in May, floods in June 2020
- **Mongolia Red Cross Society** activated its EAP for dzud in January 2020 and December 2020, implementing early actions jointly with FAO
- **Philippine Red Cross** adapted its EAP for typhoons to reflect the COVID-19 context



IFRC's Asia Pacific has reached 11 countries through FbF workshops and trainings



The Anticipation Hub, a new knowledge platform for exchange on anticipatory action, was launched in December 2020 and has over 60 partners, including the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre)



An introduction to FbF was provided for MENA National Societies in June 2020, with a follow up plan translated and materials disseminated

Key achievements — CBS



23 Asia Pacific National Societies have been involved in CBS since COVID-19 response



>57,000 staff and volunteers trained on COVID-19 health risks, basics of surveillance



3 Asia Pacific National Societies have a complete CBS survey lens as a part of their overall emergency health response²⁴



16 additional Asia Pacific National Societies have used CBS tools as an integral method to respond to COVID-19 operations (basic introduction to CBS). **16** National Societies have mobilized close to 9,000 staff and volunteers to support active surveillance



IFRC Asia Pacific has conducted two different orientation webinars for National Societies with more than 65 participants and provided access to all available CBS tools



IFRC Asia Pacific mediated peer support between Indonesia Red Cross and Nepal Red Cross to build up CBS system capacity for the Nepal Red Cross



Ongoing work with the German Red Cross and the anticipation hub is progressing and ongoing dialogue and planning with National Societies is in place for Iran and Palestine



Target 12:

At least **50 percent** of National Societies engage with Safer Schools initiatives

Related commitment:

- Engage with Safer Schools initiatives, with a focus on introducing risk awareness couple with the Fundamental principles of the International RCRC Movement and humanitarian values in schools.
- Provide safer access for students to attend schools, in all settings, ensuring the inclusion of all groups, with a focus on the socially and economically marginalized

Indicators:



Number of National Societies that engage with Safer Schools initiatives



Out of those National Societies, # that have introduced risk awareness plus fundamental principles of RCRC Movement and humanitarian values in their Safer Schools initiatives

Overview:

This target has been achieved in Asia Pacific and 35 percent met in the Middle East, including the introduction of risk awareness and RCRC Fundamental Principles. In Asia Pacific, National Societies were already well engaged in school-based activities prior to MC4A. They have strengthened and contextualised their activities utilising flagship initiatives like Youth as Agents of Behaviour Change (YABC) and have increased cooperation with other organisations such as ASEAN, Safe Step Kids with Prudence Foundation and the Asia Football Confederation since late 2018. While the COVID-19 pandemic has caused school closures in most countries, National Societies have continued and strengthened support for schools to ensure safer access to education onsite and online.



**Achieved in
Asia Pacific**



**35% achieved
in Middle East**

Key achievements



31 Asia Pacific National Societies conduct school-based activities (DRR, climate change, first aid, road safety, PGI, etc) to build students' capacities, nurture humanitarian values, and, together with IFRC, trained trainers to expand the capacities of youth



2 Middle East National Societies engage with Safer Schools initiatives



10 South East Asian National Societies are engaged in the ASEAN Safe School Initiative



11 South East Asian National Societies, IFRC CCST Bangkok and IFRC Asia Pacific contributed to the 3rd ASEAN Regional Conference on School Safety in Thailand, 2020



11 Asia Pacific National Societies organized national/sub-regional youth camps which covered health and care, safety, DRR and climate change and provided training to their youth leaders to conduct Safe Schools programs in their National Societies



12 YABC (Youth as Agents of Behavioural Change, to promote Culture of Non-Violence and Peace) training of Peer Educators were conducted in 2019 and 2020. Also, four South Asian and South East Asian National Societies organized workshop school programmes integrating YABC activities and thematic topics (migration, PGI etc).



1 East Asian National Society developed the integrated humanitarian education course for schools utilizing the YABC toolkit



4 Southeast Asian National Societies conducted Safe Steps Kids school campaigns



4 East Asia National Societies further developed their DRR educational programme for schools



1 East Asian National Society – the Red Cross Society of China – constructed a life safety experiential centre in schools/communities



Target 13:

100 percent of National Societies have policies in place on: the prevention of fraud and corruption, and Sexual Exploitation and Abuse (SEA), to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners

Related commitment: Strengthen the culture of humanitarian principles and understanding, while upholding zero tolerance for fraud, corruption and SEA, to maintain the highest standards of integrity, probity, transparency and accountability to our communities and partners

Indicators:



of National Societies with a prevention of fraud and corruption policy



of National Societies with a Prevention of SEA (PSEA) policy



% completion rate of compulsory training by National Society staff to address specified risks

Overview:

While we have seen some progress, work against this target has been delayed by COVID-19. Without significant additional resources, we are unlikely to see all National Societies with policies in place in these areas by end 2022. It is anticipated, however, that all Asia Pacific National Societies will undertake fraud and corruption training by end 2022.



**20% achieved
in Asia Pacific**



**None reported
complete for
the Middle East**

Key achievements



4 Asia Pacific National Societies have since developed a PSEA policy, awaiting approval. An additional five National Societies have secured funding to develop PSEA policies in 2021. This work has resulted from 10 Asia Pacific National Societies attending a writeshop in 2019



7 Asia Pacific National Societies have policies in place on fraud and corruption. An additional six National societies do not have a specific fraud and corruption policy but this is covered by finance, audit, Human Resources or other manuals



4 Middle East National Societies are developing prevention of fraud and corruption policies



2 Middle East National Societies are developing a PSEA policy



12 Asia Pacific National Societies have undertaken fraud and corruption training



In 2020, IFRC released a [Manual on Prevention and Response to SEA](#), with the British Red Cross and Canadian Red Cross, to support operationalizing of practical actions to guide leadership, headquarters and field teams. Planning is underway to launch this in Asia Pacific in 2021



3.7 Remaining Commitments

1. Recognize the importance and urgency of local community resilience and commit to enhanced measures in mobilizing resources, applying technical tools and sharing experiences

Indicators:

- “Enhanced measures in mobilizing resources” – # of National Society expenditures on ‘climate-smart’ DRR investments measured through the global DRR mapping;
- “Applying technical tools” - # of National Societies applying a) Road Map to Community Resilience, b) Enhanced Vulnerability and Capacity Assessment, c) Tools for Resilience measurement;
- “Sharing experience” - # of National Societies uploading their EVCA reports into the global (E)VCA repository

Good progress is being made against this commitment. National Societies have strengthened their capacities in Enhanced Vulnerability and Capacity Assessment (EVCA) and related tools that are critical to inform resilience measurement, planning and interventions. National and regional Training of Trainer (TOT)/ trainings have been organized (including virtually due to COVID-19 in 2020-21).

Key achievements

- **88** people have been trained in EVCA at Asia Pacific regional level, while replication is ongoing by National Societies integrating key aspects of the Roadmap to Community Resilience (R2R) and EVCA to their National Society curricula
- **15** Asia Pacific National Societies participated in field testing and roll-out of the EVCA, and contributed to further revisions of the EVCA and R2R guidance
- Asia Pacific National Societies also participated in the development and testing of the Community Resilience Measurement Dashboard, for which field testing will start by mid-2021²⁵

2. Adopting a community-centered approach that focuses on strengthening engagement with partners, branches and communities

Indicators:

- # of National Societies that have implemented ongoing feedback mechanisms
- # of National Societies with capacity for CEA, including a CEA workplan

Good progress is being made against this commitment.

Key achievements

- **6** Asia Pacific National Societies have ongoing systematic feedback mechanisms, while several others have informal feedback mechanisms whereby they answer feedback in an ad hoc way. Several are collecting community data through perception surveys
- The **Lebanese Red Cross** has a systematized feedback CEA mechanism managed by a CEA team who have capacity and a work plan. Other Middle East National Societies have an ad-hoc mechanism or embedded within a specific project
- IFRC Asia Pacific has set up the **Asia Pacific Recovery Peer Group** (APRG), composed of 12 key National Societies, to adapt and implement the new IFRC recovery approach and tools that aim to support the self-recovery of affected communities (build back better) and to strengthen the capacities of these National Societies in recovery programming
- The **Asia Pacific Red Ready Project** is also strengthening National Society institutional capacities at branch level, recognizing the importance of capacity here for preparedness to respond

3. Develop a formal partnership framework and mechanisms for both Movement and external partners that enhance localization of aid and National Society sustainability

Indicators:

- *A formal partnership framework is developed to enhance localization and National Society sustainability by 2022*
- *# of National Societies engaged on Red Ready and Preparedness for Effective Response (PER)*
- *# of pre-deployment agreements signed with National Societies to increase localization via stronger regional- and sub-regional surge*

This commitment has been met. IFRC and the Australian Red Cross have established an Asia Pacific Working Group on Localization that is developing [‘best practice’ case studies](#) of where the RCRC Movement is striving to reach localization commitments. The Red Ready partnership between USAID, IFRC, the American Red Cross and nine National Societies is further focused on increasing institutional capacity, readiness and resilience to respond to local disasters. Project design enables cross-functional engagement, supports National Society contextualization and the localization agenda. The project aims to strengthen institutional capacities at headquarters and branch level, recognizing the importance of branch capacities for preparedness to respond.

The Geneva Surge Desk has commenced a process of National Society agreements for surge support, which will be further developed and rolled out in 2021-2022. No pre-deployment agreements were signed with any National Societies to increase localization via stronger regional and sub-regional surge within the review period.

Disaster laws are also helping to facilitate fast and efficient emergency responses. National Societies are leveraging their auxiliary role and global leadership on disaster law to support their governments and communities in developing strong and inclusive national and local risk governance frameworks.

Key achievements

- **Asia Pacific Working Group on Localization**, IFRC and Australian Red Cross and case studies²⁶
- **Asia Pacific Red Ready Project** partnership ongoing work
- **11** additional National Societies have been engaged in PER and 18 in total have undertaken work in this area, beginning or continuing re-assessments, updating workplans or by initiating activities identified in their workplans²⁷
- In 2019 in Asia Pacific, surge deployments came from 20 different deploying organisations (National Societies and IFRC offices)
- Guide on Strengthening the Auxiliary Role in Law and Policy, IFRC
- Model Pre-Disaster Agreement, IFRC, December 2020

4. Decentralize management and resources allocation by National Societies, in line with localization

Indicators:

- # of National Societies that update their Strategic Plans in line with IFRC S2030 and in line with localization with a focus to decentralization and Branch Development
- # of National Societies that have increased their financial reserves to more than six months

Progress is being made against this commitment yet has slowed or been put on hold due to restricted movement and social distancing measures resulting from the COVID-19 pandemic. All National Societies will review and update their Strategic Plans in line with Strategy 2030 and localization by end 2022. National Societies are also paying more attention to Branch development through Branch Organizational Capacity Assessment (BOCA) initiatives. Three National Societies have adopted BOCA virtual methodology to overcome social distancing and movement restriction orders. Several other National Societies are in the process of adopting this for further roll out of BOCA to their branches.

Key achievements

- **4** Asia Pacific National Societies have updated their Strategic Plans in line with Strategy 2030 and localization, with a focus on decentralisation, empowered branches and communities. A further six are updating their Strategic Plans with these aims, with six more in the planning phase
- **9** National Societies have increased their financial reserves to more than six months
- **21** Asia Pacific National Societies have commenced the BOCA process. A further seven Asia Pacific National Societies have conducted a BOCA analysis workshop
- **527+** Branches across Asia Pacific have completed the BOCA process.
- **291+** BOCA facilitators (a pool) has been developed in Asia Pacific
- The **Red Ready Project**, involving nine Asia Pacific National Societies, is supporting the localization agenda and decentralisation by empowering branches, in planning and strategies

5. Work more effectively in an inspiring, ambitious and inclusive manner, which enhances Movement-wide gains, while utilizing the best-placed Movement component for common humanitarian goal

Indicators:

- # of shared leadership agreements in place; and # of movement-wide and coordinated appeals launched

Good progress is being made against this commitment. Shared leadership approaches continue to gather strength, with a number of sectors and emergency operations adopting RCRC Movement-wide and Federation-wide approaches. These include:

- **2** Movement-wide appeals²⁸
- **5** Federation-wide and coordinated appeals²⁹
- Work in the Democratic People Republic of Korea via the Cooperation Agreement Strategy, prepared as a case study on the shared leadership concept
- Consolidated NSD planning in Nepal, working with PNS to identify roles in nine focus areas
- Regional leadership from Australian Red Cross on shelter cluster preparedness
- German Red Cross' bilateral and multilateral work on FbF and Early Action Protocols
- Joint collaboration between IFRC and American Red Cross to roll out the Red Ready Project
- Collaboration between American Red Cross, IFRC, and Bangladesh Red Crescent in management, implementation and donor coordination with US Department of State Bureau of Population, Refugees and Migration in ongoing CHF 8 million grant
- 2022 joint planning process development to involve Asia Pacific National Societies, PNS and IFRC
- Formation of thematic working groups to guide policy, leadership, strategy, donor engagement and programme quality issues. National Societies have shared responsibility for progress
- Formation of an Asia Pacific Humanitarian Advisory Group that will involve National Societies and governments advising members, IFRC on critical issues facing the humanitarian community
- Joint workforce planning to align technical support capacity into coordinated teams
- Alignment of humanitarian diplomacy messaging, being piloted on Bhasan Char and Myanmar

6. Strengthen our engagement in urban coalitions and multi-stakeholder partnerships to become partners of choice and improve the efficiency and effectiveness of our work in highly complex urbanised areas

Indicators:

- *# of National Societies involved in city/urban coalitions;*
- *# of National Societies establishing partnerships with external urban actors;*
- *# of National Societies applying city wide risk assessments (linked to EVCA/community risk assessments)*

Good progress has been made against this commitment. IFRC and National Societies have been increasingly present and active in cities and urban settings to serve the most vulnerable people and have made valuable efforts in recent years to support the development of more resilient communities in urban areas worldwide. These achievements have been acknowledged and strengthened by the RCRC contribution in influencing the Urban Agenda at national, regional and international levels.

As part of the efforts to improve the efficiency and effectiveness of the RCRC Movement in highly complex urbanised areas, the Asia Pacific Urban Community Resilience Hub was established in 2019 following a Writeshop held by Red Cross Society of China on 6-8 March where key documents for the Hub were

developed (Urban Hub Guidance, Urban Hub Concept Note, Urban Hub Core Group TOR, a job description for the Urban Hub officer and Urban Hub workplan and budget 2019-2020). The **Urban Hub Core Group** was established with the participation of **China Red Cross Hong Kong Branch, Australian Red Cross, Philippine Red Cross, Indonesian Red Cross, British Red Cross, Netherlands Red Cross**, Global Disaster Preparedness Centre – GDPC, Asia Pacific Disaster Resilience Centre (APDRC), IFRC Geneva and IFRC Asia Pacific. This initiative intends to:

- Establish strong connections for urban resilience through city-wide coalitions, shared commitments with city emergency management systems, alignment with local, national, regional and global levels and advocacy for enhanced community resilience
- Develop knowledge and skills base through capacity building for urban resilience based on evidence and shared learning with RCRC and wider network of partners
- Strengthen organizational resilience by adapting urban resilience tools and approaches, facilitate long-term planning and funding, adapt urban volunteer management and support contingency planning so RCRC can continue to serve urban populations after disasters

Key achievements

- **13** Asia Pacific National Societies have been involved in city/urban coalitions
- **12** Asia Pacific National Societies have established partnerships with external urban actors
- **10** Asia Pacific National Societies have applied city wide risk assessments (linked to EVCA / community risk assessments)

7. Work in partnership with communities and other organizations to prepare, prevent and respond to outbreaks, epidemics and pandemics at a local level

Indicators:

- *Level of engagement with local and regional coordination platforms where epidemic preparedness is part of the mandate and responsibility*

Good progress has been made against this commitment by National Societies and the Federation in light of the COVID-19 pandemic. The role of communities is vital during an epidemic, and National Societies are working with local leaders and community health volunteers to mitigate the risk of epidemics. During the COVID-19 pandemic, all 38 Asia Pacific National Societies have mobilized community health volunteers and worked with community leaders to disseminate key health messages. The IFRC Asia Pacific office advocates in several regional platforms for recognition of the key role of local actors and communities in the implementation of international health regulations.

Key achievements

- **22** Asia Pacific National Societies are part of COVID-19 National Working Groups for operations
- IFRC Asia Pacific participated in a technical working group for Asia Pacific Strategy for Emerging Diseases organized by WHO
- IFRC Asia Pacific is working closely with WHO and UNICEF through the Regional Working Group for the COVID-19 vaccine

8. Increase advocacy and address the needs of those impacted by protracted crises and displacement, including refugees and internally displaced people and host communities, including by promoting self-reliance and social cohesion, building trust with various stakeholders and strengthening branches as local actors

Indicators:

- # of National Societies with increased advocacy before, during or after migration
- # of National Societies where needs of migrants, refugees, displaced people and host communities being addressed, including in the context of climate change and throughout the migratory journey
- # of National Societies with strengthened capacity to take urgent, forward-looking action

Some progress has been made against this commitment for greater advocacy in the migration and displacement context, including in relation to climate change.

Key achievements

- **1** Asia Pacific National Society and **2** Middle East National Societies reported having increased advocacy and strengthened capacity to take urgent, forward-looking action³⁰
- IFRC, through APMN, is developing a guidance document to support National Societies to engage in advocacy on climate change, migration and displacement based on existing Movement policies, frameworks and strategies. It will contextualise global messages for Asia Pacific, include tools and resources, regional policy frameworks, and dates/opportunities for influence in 2021
- IFRC Asia Pacific is working with IFRC Geneva to pilot e-training modules on Climate Change and Displacement for National Society Migration focal points and interested colleagues
- IFRC, through APMN, is supporting National Societies to advocate (internally and with government counterparts) on the Global Compact for Safe, Orderly and Regular Migration, which has specific objectives on to addressing vulnerabilities and adverse drivers of migration, including climate change, disasters and environmental degradation
- [Responding to Disasters and Displacement in a Changing Climate Report](#), IFRC, Danish Red Cross, University of Copenhagen, 2021, revealing alarming climate-related displacement in Asia Pacific

RECOMMENDATIONS



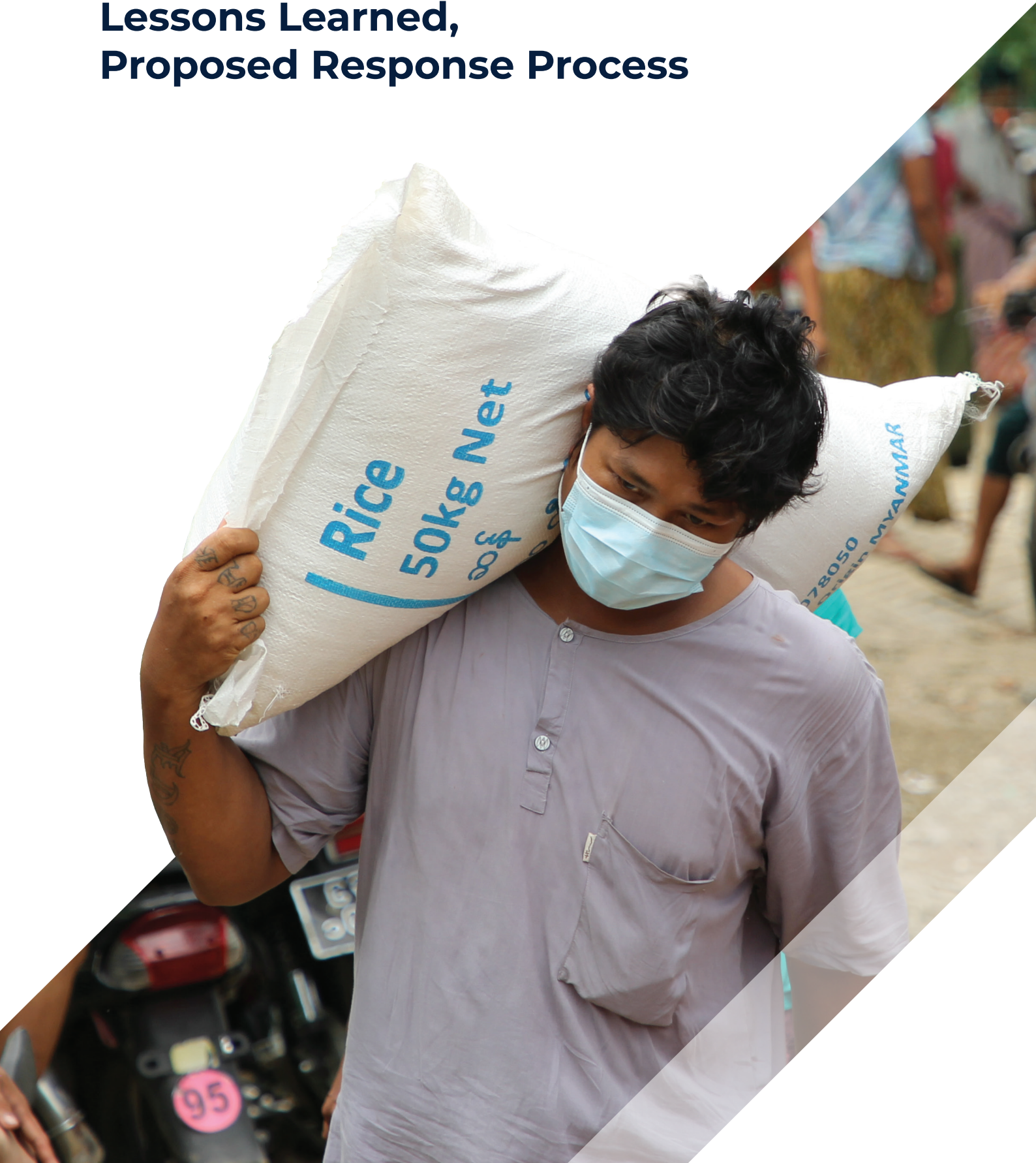
No.	Recommendation	Domain	Owner	Importance
1	National Societies continue to consider adopting inclusion and equality clauses as part of their constitutional reviews to meet gender equality, diversity and youth representation targets and commitments, supported by IFRC	Governance NSD	NS IFRC	High
2	<p>National Societies and IFRC develop an overarching plan to strengthen diverse women's leadership considering women's advancement at all levels, including volunteers, considering:</p> <p>a) Actions and indicators in the Equal Opportunities for Leadership Guidance Note, including investing in women's mentoring, shadowing, deputising and training to build pipeline of those with the skills and experience for successful applications for leadership positions</p> <p>b) Further investment in the Pacific President Network's Women in Governance Working Group</p> <p>c) Follow-up from the MENA Women in Leadership workshop</p> <p>d) Support for Women Leaders in Emergency Management through the Asia Pacific Virtual Communities project</p>	Leadership Human Resources PGI	NS IFRC	High
3	<p>Attracting and retaining volunteers:</p> <p>a) IFRC leadership continues to build an enabling environment for greater information sharing (volunteer strength and capacities), cooperation and trust in cyber security with and between National Societies to progress the Asia Pacific digital volunteer platform using respective national databases, in line with IFRC's digitalisation agenda</p> <p>b) IFRC Leadership ensures that IFRC offices and National Societies are compliant to the Global Data Protection Regulation (GDPR) so that information related to volunteers' skills and training are not vulnerable to cyberattacks and leaks of personal data, ensuring security of regional platform and national databases</p> <p>c) Undertake further analysis as to whether systems are engaging and contributing to volunteer attraction/retention</p>	Leadership Volunteers IT	NS IFRC	High
4	Greater resource allocation is needed for Pacific connectivity in line with IFRC's Digital Strategy	IT	IFRC	High

No.	Recommendation	Domain	Owner	Importance
5	<p>IFRC further supports PGI capacity building by developing tools (e.g. Guidance Notes) and policies to address:</p> <p>a) Integration of PGI Minimum Standard in EPoAs, DREFs</p> <p>b) Translation of PGI Minimum Standard into all National Society key languages</p> <p>c) PGI technical support (personnel) PSEA</p>	PGI	IFRC PNS	High
6	Greater support be provided to National Societies to develop and implement prevention of fraud and corruption policies	NSD	IFRC NS	High
7	To support the localization agenda, pre-deployment agreements should be prioritised in 2021-22 to be signed with National Societies to increase localization via stronger regional- and sub-regional surge	DCC	IFRC	High
8	Increase the number of CEA focal points in country delegations and National Societies to support CEA mainstreaming	CAE	IFRC	Medium
9	<p>Regarding Livelihoods:</p> <p>a) Support is needed to scale up the Women's Empowerment Fund Programme to further promote gender equality</p> <p>b) Greater medium to long-term engagement is needed in the field for a sustained impact and institutionalization of practices, and leadership support and resourcing from the various stakeholders</p>	Livelihoods	PNS	Medium
10	<p>More resources are needed for Middle East/Gulf National Societies to support:</p> <p>a) DRR-related initiatives</p> <p>b) FbF and CBS</p> <p>c) Engagement by National Societies with Safer Schools</p>	DRR	IFRC	Medium
11	National Societies support joint planning processes and shared leadership that supports hosts' strategic planning	NSD	IFRC	Medium

No.	Recommendation	Domain	Owner	Importance
12	Greater support is needed for high level strategic dialogue between National Society leaders to build/strengthen collective action and commitment to cross-border/regional programming in response to regional migration and displacement crises	Migration	IFRC	Medium
13	The target relating to National Societies launching 1BC be retired, given that the focus of RCRC work has shifted. Alternatively, the indicator is changed to advocate for effective collaboration and partnership in programme development implementation in both urban and rural sectors at various levels of society, in line with the related commitment	PRD	IFRC	Medium
14	Future Asia Pacific Regional Conference targets and commitments be concise and aligned with other Federation strategic frameworks as closely as possible, to support their advancement and reduce regulatory burden	PMER	IFRC NS	High

Annex 1:

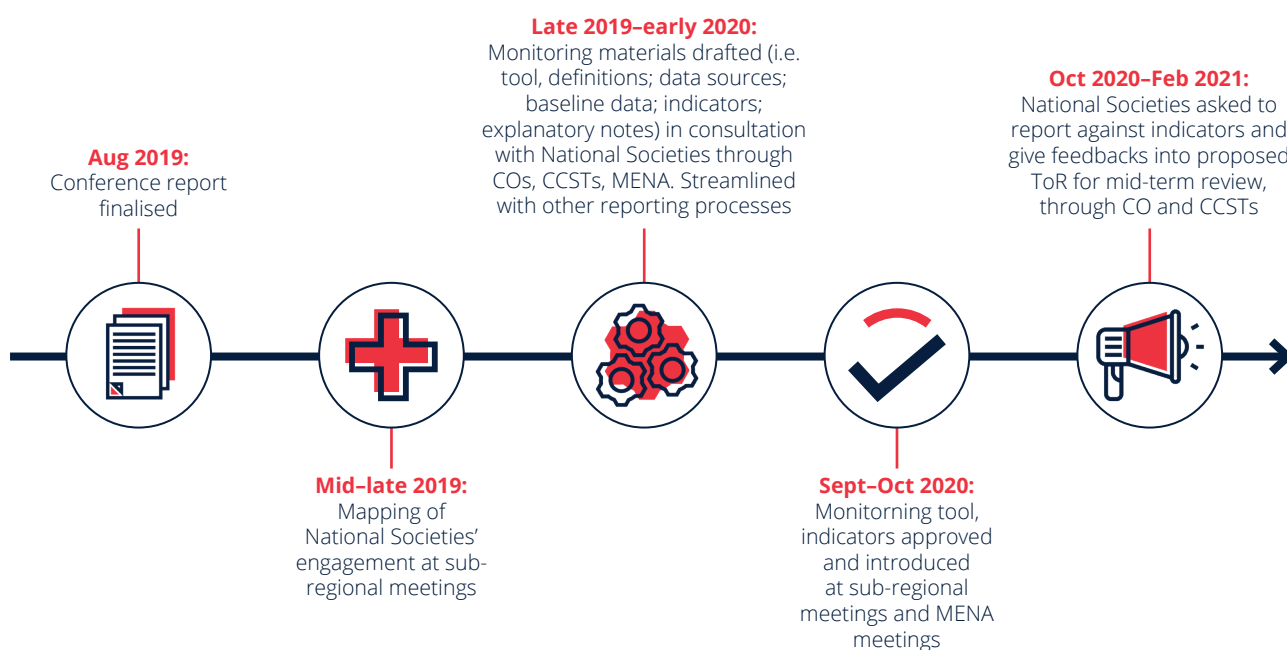
**Terms of Reference, Methodology,
Lessons Learned,
Proposed Response Process**



Terms of Reference — Mid-Term Review

- Track progress primarily against targets, with some reflection on commitments, for accountability to each other and to our communities and partners
- Use a strengths-based approach to:
 - a) recognise high-performing National Societies and showcase voices from across the regions
 - b) reflect the context, strengths, priorities and limitations of National Societies and regions
 - c) investigate critical gaps with recommendations as to how parties may further advance their achievements, including by informing resource allocation
- Reflect on what the MC4A means relative to the crises of our times, particularly changes caused by the COVID-19 pandemic
- Inform relevant IFRC and National Societies offices' 2021-2022 plan and budget processes
- Reflect on the process of monitoring and lessons learned

Methodology



This mid-term review was compiled from September 2020 – April 2021. It is intended that there will be a second and final review of progress against MC4A in late 2022.

The review focuses primarily on progress against targets, with some reflection on commitments, across 50 Asia Pacific and Middle East/Gulf National Societies and IFRC as Secretariat. IFRC's Asia Pacific Regional Delegation developed a monitoring tool, indicators, definitions, explanatory notes, data sources and sought baseline data. Evidence includes data submitted by National Societies and IFRC against indicators, from IFRC Asia Pacific and MENA technical leads and desktop research

from related reporting processes (FDRS, Global Migration Survey, etc.), project reports and other reports. Interviews with key informants were also undertaken to bolster and triangulate data. Data collection was challenging with only 21 Asia Pacific National Societies and five Middle East National Societies – roughly half in each region – submitting data against indicators. Potentially, collective progress is thus higher than indicated.

It is intended that the written report be accompanied by video reports – in development – for review at sub-regional/similar leadership group meetings, IFRC Governing Board meetings and to inspire and inform a wider audience of National

Society and IFRC staff, volunteers, stakeholders and donors.

MC4A called for implementation to be coordinated and monitored through sub-regional or similar leadership group meetings. MC4A has been an ongoing agenda item at these meetings. Progress updates were provided to IFRC's Governing Board in 2019 and 2020.

Presentations, updates and reports:

1. IFRC Asia Pacific Heads of Delegation/Clusters on findings – planned
2. IFRC MENA new Heads of Delegation/Clusters on findings – planned
3. IFRC Asia Pacific Leaders' Meeting on draft findings, April 2021
4. IFRC MENA Leaders' Meeting on draft findings, April 2021
5. IFRC Asia Pacific Technical and Thematic Leads on draft findings, April 2021
6. IFRC MENA Heads of Delegation/Clusters outlining the MC4A monitoring tool and reporting process, October 2020
7. IFRC Asia Pacific Heads of Delegation/Clusters outlining the MC4A monitoring tool, reporting and progress, November 2020
8. IFRC MENA Heads of Unit outlining MC4A monitoring tool and reporting process, October 2020
9. Pacific Leaders' Meeting, update on MC4A monitoring tool, reporting, progress, October 2020
10. SE Asian Leaders' Meeting, update on MC4A monitoring tool, reporting, progress, October 2020
11. IFRC Asia Pacific Cooperation Meeting, update on progress against MC4A, September 2020
12. IFRC Asia Pacific Technical and Thematic Leads on MC4A monitoring materials, September 2019
13. IFRC Asia Pacific Senior Management Team on MC4A monitoring materials, September 2019
14. Report to IFRC Governing Board on development of MC4A monitoring materials, May 2020
15. Report to IFRC Governing Board on development of MC4A monitoring materials, October 2019

Reporting proceeded as follows:

- **Initial findings** and recommendations discussed with IFRC technical leads and regional senior leadership, COs and CCSTs in March–April 2021 for dissemination with National Societies
- **Draft findings and recommendations**, presented in PowerPoint format, were presented to the MENA and Asia Pacific National Societies' Leaders' meetings, 12–13 April 2021
- **Draft Report** prepared in March 2021
- **Final Report** completed in May 2021 considering comments on the draft report

Lessons learned

- Problems with data collection, resolutions and suggestions to address these:
 1. Despite efforts to streamline MC4A reporting with other reporting processes, the general level of reporting expected of National Societies, particularly small ones, was described as problematic. Specific feedback given was that the number of MC4A indicators was too high. These were challenging to keep down due to the high number of targets and commitments
 - a) The review process was amended to focus primarily on targets
 - b) It is suggested that the next regional conference be more focused in its objectives
- Some indicators have required clarification beyond the provided explanatory notes, or have required revision with minor adjustments made
 - a) Some definitions have been further developed for the final review (e.g. the digital volunteering platform definition)
 - b) An indicator relating to numbers of EPOAs where CEA Movement-Wide Commitments are shown to have been applied was only be relevant to a very small number of reports. A more relevant indicator was developed relating to the number of activities referenced
- More work is needed to centralise the data capture needed to report against indicators
 - a) PMER has been informed of this work. E.g. PGI and CAE commitments in DREFs and EPOAs

- Some key data was captured through interviews
 - a) Time and flexibility is needed within future reporting processes for this work to occur

Response Process

Much more may be achieved against MC4A in the remaining period before the next regional conference. The following process is recommended to maximise collective successes against objectives:

- IFRC Asia Pacific and MENA senior leadership, Country Delegations and Cluster Delegations consider mid-term review findings and recommendations and develop a proposed action plan -prior to 2021 sub-regional meetings
- National Societies have an opportunity to consider mid-term review findings and recommendations, and IFRC's proposed action plan, prior to 2021 sub-regional meetings
- At the 2021 sub-regional meetings (or similar), National Societies:
 - a) Discuss and respond to the MC4A mid-term review findings, recommendations and IFRC's action plan
 - b) Do a deeper dive into one to three key areas of interest to develop action plans to further advance achievements these areas
- MC4A targets and commitments, especially key areas of interest for the region or sub-regions, continue to be prioritised in regional and country operational plans and budgets
- Progress continues to be monitored at sub-regional meetings (or similar) and regional meetings



Brand: SAGS
Product Size: 17.5
Product quantity: 2000
Package size: 530mm
Package quantity: 40 bags
Net Wt: 8
G.W: 9.5
[Storage Conditions]
Store in a clean, cool and dry environment with relative humidity not more than 85% and temperature below 40 °C and no corrosive gas.

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Annex 2:

List of Acronyms

APDRC	Asia Pacific Disaster Resilience Centre
APIN	Asia Pacific Information Network
APMN	Asia Pacific Migration Network
ASEAN	Association of South East Nations
BOCA	Branch Organizational Capacity Assessment
CEA	Community Engagement and Accountability (portfolio area)
CBS	Community Based Surveillance
CVA	Cash and Voucher Assistance
DAPS	Dignity, Access, Participation and Safety (framework relevant to PGI portfolio)
DM	Disaster Management
DREF	Disaster Relief Emergency Fund
EAP	Early Action Protocol
EPoA	Emergency Plan of Action
EVCA	Enhanced Vulnerability and Capacity Assessment
FbF	Forecast-based Financing
IFRC	International Federation of the Red Cross Crescent Societies
IM	Information Management
MC4A	Manila Call for Action
MENA	Middle East and North Africa
NSD	National Society Development
PGI	Protection, Gender and Inclusion (portfolio area)
POA	Plan of Action
PPN	Pacific Presidents' Network
PNS	Partner National Society
PSEA	Prevention of Sexual Exploitation and Abuse
RCCE	Risk Communication and Community Engagement
RCRC	Red Cross Red Crescent
R2R	Roadmap to Community Resilience
SEA	Sexual Exploitation and Abuse (also known as PSEA)
SGBV	Sexual and Gender-Based violence
WEP	Women's Empowerment Fund Programme
YABC	Youth as Agents of Behavioural Change
NS	National Societies

Annex 3:

References

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IFRC, Counting Cash initiative, 2019 and 2020 (preliminary) data

IFRC Federation-Wide Databank and Reporting System 2018 and 2019 figures (latest data available at April 2020)

IFRC, Final report: Global Lessons Learned Workshop on the Road Map to Community Resilience, Seoul, Republic of Korea, 27-29 November 2018

IFRC, Gender and Diversity Policy, 2020

IFRC, Asia Pacific Equal Opportunities for Leadership Project – survey

IFRC, Asia Pacific Equal Opportunities for Leadership Project – workshop outline

IFRC, Asia Pacific and MENA EPoAs and DREFs, November 2018 – April 2021

IFRC, COVID-19 12 Month Update: Reporting Timeframe 31 January 2020 – 31 January 2021

IFRC, Guide on Strengthening the Auxiliary Role in Law and Policy, 2020

IFRC, MC4A Guidance Note – Asia Pacific Equal Opportunities for Leadership

IFRC, MC4A Guidance Note – Migration and Displacement

IFRC, Model Pre-Disaster Agreement, December 2020

IFRC, Women's Empowerment Fund Programme: second interim report, 2021

MENA, Regional Women's Leadership meeting papers, 2021

PPN, Women in Governance Working Group papers, 2020

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- 1 Asia Pacific Migration Report 2020: assessing implementation of the Global Compact for Migration.
 - 2 14 commitments relate to targets as shown.
 - 3 The target relates to Asia Pacific National Societies only.
 - 4 IFRC Federation-Wide Databank and Reporting System 2018 and 2019 figures (latest data available at April 2020). There may be some underreporting. At least one National Society who previously reported gender equality in 2018 failed to report data in 2019.
 - 5 The target is higher than that set by the IFRC Gender and Diversity Policy 2020, which states that “[National Societies] commit to ensure that leadership teams and governing bodies are comprised of no more than two-thirds of one gender. We will also ensure that the IFRC Secretariat considers diverse global representation in all its levels.”
 - 6 Humanitarian Action Group (HAG) (2017), “Women in Humanitarian Leadership.” Centre for Humanitarian Leadership. <https://humanitarianadvisorygroup.org/wp-content/uploads/2016/05/HAG-Women-in-Leadership_Final_email-and-web_120217.pdf>.
 - 7 More diverse and inclusive humanitarian leadership teams are perceived as 13.6 times more likely to reflect the diversity of communities mostly or very well, and are perceived as 9.1 times more likely to listen and act upon the views of colleagues mostly or very well. The quality of humanitarian response delivery increases when leadership teams are more diverse. HAG (2018), “Drawing on our Diversity: Humanitarian Leadership.” Diverse Leadership Research Project. <<https://www.alnap.org/help-library/drawing-on-our-diversity-humanitarian-leadership?>>; HAG (2019), “Data on Diversity: Humanitarian leadership under the spotlight.” Diverse Leadership Research Project. <https://humanitarianadvisorygroup.org/wp-content/uploads/2019/10/HAG_Data-on-diversity_Final-electronic.pdf>. See also ActionAid and CARE (2017), “How can humanitarian organizations encourage more women in surge?” <https://www.actionaid.org.uk/sites/default/files/publications/actionaid_report_how_can_humanitarian_organizations_encourage_more_women_in_surge.pdf>
 - 8 Vanuatu Red Cross Society; Fiji Red Cross Society; Kiribati Red Cross; Solomon Islands Red Cross Society; Mongolian Red Cross Society.
 - 9 The project is in three parts: Guidance Note (IFRC, 2021) with potential actions and indicators to strengthen gender equality and diversity in leadership, being piloted by the Maldives Red Crescent Society and Fiji Red Cross Society in workshops planned for June 2021; case studies of best practice to support peer learning across the region; and a survey to build understandings of the work needed and provide baseline data.
 - 10 In 2018, there were two women and six men in MENA Heads of Delegations/Cluster Delegations. There has been no change in Asia Pacific Heads of Delegations (three women, nine men, one position vacant), and three women and five men in executive leadership (one position vacant). In MENA, women in executive leadership has decreased to four women and 11 men (previously eight women, 10 men).
 - 11 In 2019, 18 women and 33 men were deployed. In 2018, it was 29 women and 55 men. See Asia Pacific Regional Operations dashboard. This information is not currently broken down by Tier level - Tier 1 (technical), Tier 2 (Managerial / coordination) Tier 3 (leadership).
 - 12 Iraq Red Crescent Society joined 1BC in early 2019. The Myanmar Red Cross Society also joined in the review period.
 - 13 Not yet linked to a regional / global database.
 - 14 Data is stored on a local server, cloud or an integrated Volunteer Management System.
 - 15 A digital volunteering platform may be either a platform for remote, online volunteering or a specific volunteering platform to recruit volunteers and promote opportunities, or a database with non-specific software or software for volunteering management.
Not yet linked to a regional / global database.
 - 16 SDG5: gender equality; empower all women and girls.
 - 17 IFRC, Women’s Empowerment Fund Programme: second interim report, 2021.
 - 18 As reported by 12 National Societies.
 - 19 Preliminary 2020 data.

- 20** 24 out of 93 Asia Pacific and MENA EPOAs mention the Minimum Standard, and 18 explained how they would implement them.
- 21** 20 of 93 Asia Pacific and MENA EPOAs (21 percent) mention CEA feedback activities to be performed within the review period.
- 22** Philippine Red Cross and Myanmar Red Cross Society had just begun to implement Migration and Displacement training for staff and volunteers by November 2018.
- 23** Bangladesh: floods, cyclones; Vietnam: heatwaves; Mongolia: dzud; the Philippines: typhoons, floods.
- 24** Indonesia Red Cross; Philippine Red Cross; and Nepal Red Cross.
- 25** IFRC, Final report: Global Lessons Learned Workshop on the Road Map to Community Resilience, Seoul, Republic of Korea, 27-29 November 2018.
- 26** Australian Red Cross, 'Local response in a global pandemic: a case study of the Red Cross response to Tropical Cyclone Harold during COVID-19 in Vanuatu and Fiji', November 2020.
- 27** The number of National Societies involved in PER was seven at November 2018 and 18 by April 2021.
- 28** 1. Bangladesh People Movement Operation, working closely with ICRC and several participating National Societies under the One Window Framework; and 2. COVID-19 Global Appeal.
- 29** 1. Philippines Floods and Typhoons 2020; 2. Afghanistan Drought 2021; 3. Indonesia Earthquakes and Tsunamis operations 2018; 4. Systematic sharing and review of DREF and Emergency Appeal operations with ICRC in countries where ICRC has significant operational footprint; and 5. Complementary work with ICRC on the ground, in health, WASH, shelter, health care in danger and RFL – including Myanmar 2021.
- 30** There was significantly incomplete data against this indicator; actual figures may be higher. The Australian Red Cross has evidence of its effectiveness.



The **International Federation of Red Cross and Red Crescent Societies (IFRC)** is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

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