



International strategy

2018—2022



Crois Dhearg na hÉireann
Irish Red Cross

Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to 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 in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

Cover image: Women carry water back to their homes in a village near Zinder, Niger. The Irish Red Cross supported the construction of the borehole in the village. Photo: Victor Lacken / Irish Red Cross

Contents

Foreword	2
Connecting with a changing world	3
Where we are: Learning from 2012-2016	4
– Impact through our contribution to the Movement	
– "Our" global capacity	
– Some geographic and thematic highlights	
– We have learned that...	
Why: Our drivers and key attributes	8
– Our vision	
– Our mission	
– Our key attributes	
What we want to do: Our overall strategy	10
Our strategic goals and objectives	12
– Goal 1: Resilience	
– Goal 2: Migration	
– Goal 3: IRC visibility, scale, effectiveness and sustainability	
Where we will work over the next five years	15
Measuring and reporting the success of our new strategy	16
Next steps: Implementation	18
Bibliography	19

Foreword

As the impact of natural disasters and conflicts continues to increase in complexity, humanitarian crises are deepening throughout our world. Greater numbers of countries are being affected by changing climate and cycles of conflict, hindering their ability to progress towards self-sufficiency. Unprecedented numbers of people are on the move, fleeing conflict, insecurity, or debilitating poverty.

The need for international aid organizations such as the Red Cross to step up their efforts to help communities respond to growing global and local challenges is at its highest level in decades.

As humanitarian action and workers face ever more complex operational environments, the Irish Red Cross and our staff overseas are uniquely positioned to contribute to neutral impartial humanitarian action. Our commitment to assisting those in greatest need, regardless of political or other affiliations is well known and respected worldwide.

As an international organization working from Ireland, the Irish Red Cross remains fully committed to living up to our commitments as part of the global Red Cross and Red Crescent family. Over the coming five years, the lifetime of this strategy, we will deepen our links with key partners including the IFRC, ICRC and other National Societies in response to disasters and other acute humanitarian crises.

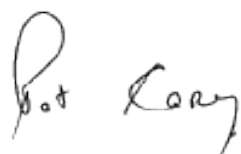
The Irish Red Cross will also continue to work directly with the National Societies of countries in need to deliver longer-term development programmes, as well as with Irish Aid in order to further Ireland's overseas development work.

While we have reduced our geographic focus in recent years to areas where we have key expertise and established relationships, we continue to raise the standards of our interventions and assistance programmes, always ensuring that our work is community-led and evidence-based. In addition, we have linked elements of our international work on migration overseas with our significant programmes for refugees and other migrants here in Ireland.

Looking forward, we will also promote innovation through collaboration with academic institutions including University College Cork (UCC) and University College Dublin (UCD), as well as with the private sector to advance the development of relevant technologies for humanitarian response.

Furthermore, our international and domestic teams will work in close collaboration to ensure that international humanitarian law is recognised, promoted and adhered to especially in areas of conflict and disaster.

I am pleased to endorse this strategy, which sets the direction for international programming and assistance by Irish Red Cross around the world for the coming five years. It is a key pillar of our overall organisational strategy. I encourage all volunteers, members and supporters of the Irish Red Cross to engage fully in support of the implementation of this strategy. Each of us has a role to play in ensuring that the Irish Red Cross continues to live up to its responsibilities as part of the Movement.



Pat Carey

Chairman, Irish Red Cross

Connecting with a changing world

In a world that is rapidly changing economically, demographically and socially, countries and their populations are becoming more polarised with increasing disadvantage and inequity accompanied by an erosion of humanity and human dignity. Increasing levels of poverty accelerated by climate change have exacerbated pre-existing vulnerabilities. Humanitarian needs have never been as evident due to ongoing conflict, complex emergencies and migration. Many of the world's countries now experience cyclical crises every two to four years. Others live with a sense of abandonment as a result of forgotten crises. No one anywhere is immune from experiencing or living with a crisis of either a social, economic or demographic nature which may or may not be a result of a natural disaster, conflict or complex emergencies. Accordingly, the nature of our responses must, and have changed. The Syria conflict, Typhoon Haiyan and the Ebola crisis have highlighted the need for multifunctional responses with multiple resources informed by the nature of the crisis, existing capacities and different contexts. Moreover, as humanitarian and development contexts become more blurred, the strategy of the Irish Red Cross is that our interventions will directly contribute to the 17 Sustainable Development Goals.

In 2015, the World Humanitarian Summit reaffirmed the principles and defined modalities and future approaches to the delivery of humanitarian aid. Driven by the reality of a critical deficit in funding humanitarian responses, the summit ultimately aimed to ensure a more effective response to the needs of those in crisis by streamlining response mechanisms, minimising autocracy and bureaucracy, and putting affected people at the centre of the response. The summit led to the development of the Grand Bargain in 2016, harnessing the vast experience among actors from across the humanitarian landscape and aligning their actions to ensure it is more effective in responding to the emergency needs of more than 125 million people throughout the world. The Grand Bargain is about the need to work together effectively, efficiently, transparently and collectively with new and existing partners through an innovative, collaborative and adaptive lens. This shared commitment to better serve people in need has been signed by multiple international organisations, including Irish Aid, International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC).

While humanitarian funding has remained at consistent levels over the last five years, the shortfall between the amount needed and amount funded continues to increase. Nonetheless, 20 government donors collectively contributed 97 per cent of all humanitarian funding in 2016 and governments from the MENA region have increased their contributions. Since 2015, funding has become focused on a smaller number of emergencies, largely the crises in the Middle East. It remains uncertain whether policy changes in the United States might change the current financial landscape. A survey conducted by Dóchas members found 76 per cent of respondents feel that Brexit will have a negative impact on the humanitarian landscape and financing of aid programmes.

The international and domestic humanitarian landscapes are now experiencing far greater convergence with our domestic approaches and activities increasingly mirror our international ones. As a consequence of the changing international humanitarian landscape, the IRC domestically is increasingly involved in addressing disaster response, migration, restoring family links, international humanitarian law, emergency health interventions, social inclusion and responding to the needs of a rapidly ageing population. Nationally, the strong volunteering and delegate work ethic is reflected by the demand from the international community for increasing numbers of Irish Red Cross delegates to undertake international assignments. Scaling up these opportunities has been identified as a strategic objective underpinning the new international strategy.

WHERE WE ARE:

Learning from 2012-2016

In order to make informed decisions regarding our strategy, an extensive independent survey was undertaken across a broad spectrum of funders, collaborators, competitors, staff, volunteers, advisors and both the ICRC and IFRC in Geneva. The results of this survey were integrated into our assessment of the Irish Red Cross, primarily looking at our International activities. A review was also undertaken of a broad spectrum of relevant reports, studies, etc., as listed in the bibliography appended to this strategy document, for ease of reference.

Key findings:

Our people: At the Irish Red Cross, we are particularly proud of our international staff, our volunteers and our delegates. Over the last 5 years Irish Red Cross had 12 delegates working in 14 countries in activities which included health, livelihoods, finance, logistics, communication, management and administration.

Our global reach and nationality: Ireland's political non-alignment confers certain advantages on the deployment and access to most regions, countries and conflict areas. Accordingly, potential delegates holding Irish citizenship are strong candidates for suitable roles with the ICRC and IFRC.

Our partners: Irish Red Cross has been working through partnerships with Irish Aid, Belgian Red Cross and the Belgian Government, Swiss Red Cross, host National Societies and other National Societies partners, ICRC and IFRC, as well as UN agencies including United Nations High Commissioner for Refugees (UNHCR) and the International Organisation for Migration (IOM). It is seen as a reliable, accountable and effective partner and this is especially important for promoting the localisation of aid agenda.

Our community mobilisation: Irish Red Cross works at a community level especially building resilience, and providing protection and disaster risk reduction.

Our innovation and collaboration: Irish Red Cross works closely with two academic institutions, UCC and UCD, in the area of technology for use in the humanitarian area and also with ICRC's advanced facial recognition technology. Moreover, the IRC also enjoys some well-developed collaborations with the private sector.

Our short transaction chain: Irish Red Cross works to bring aid and relief through a short transaction chain, ensuring that support to those in crisis is not subject to intermediary costs.

Impact through our contribution to the Movement:

Being a member of the International Red Cross and Red Crescent Movement means our inputs and outputs are well coordinated, and our strategic and operational outputs, outcomes and impact are therefore aligned and harmonised with those of the Movement's global statistics for 2016.

- **160.7 million people** reached by long term services and development programmes
- **110 million people** reached by disaster response and early recovery programmes
- **4.5 million people** received assistance in the form of emergency or temporary shelter
- **9.1 million people** received food
- **1.4 million children** under 5 years old vaccinated
- **20.8 million people** donating blood
- **4.3 million people** given household items
- **3.3 million people** received goods to help boost livelihoods

"Our" global capacity

- 190 National Red Cross and Red Crescent Societies
- 160,000 branches globally
- 17 million volunteers
- 451,952 staff

Some geographic and thematic highlights

In **Niger**, our multi-sectoral livelihoods programme is reaching 130,000 people in crisis. Niger represents one of the forgotten crises in the Sahel region and while Irish Red Cross has worked in-country together with the Red Cross Society of Niger for 10 years, it remains among a few agencies providing assistance to those in need. Cyclical crises and increasing regional instability reinforce the relevance of a continuing programme presence in partnership with the Belgian Red Cross.



The Irish Red Cross is helping families and communities in Niger establish vegetable gardens and grow stronger. Photo: Victor Lacken / Irish Red Cross

Following the catastrophic **Ebola** outbreak in **West Africa**, Irish Red Cross provided a delegate and financial support to the IFRC to run a vital communication and community advocacy and engagement process.



A Red Cross burial team prepares to remove the remains of a young man who died in the Kru Town Road community of Freetown, Sierra Leone. Photo: Victor Lacken / IFRC

In the **Philippines**, following Typhoon Haiyan the IRC worked in partnership with the Swiss Red Cross and the Philippine Red Cross disbursing cash grants to almost 800 households.



The Irish Red Cross provided a range of livelihood support for people affected by the typhoon, depending on their needs. The affected communities were supported with cash grants and training at both household and community level. At the end of the project, livelihoods support reached 1,800 families. Photo: Irish Red Cross

Following the earthquake in **Nepal**, Irish Red Cross worked directly with the Nepal Red Cross Society, supporting the response to the earthquake with cash, shelter and cooking kits reaching nearly 4,000 affected people.



In the immediate aftermath of the earthquake, Irish Red Cross distributed 3,100 shelter kits which contained essential items to assist more than 12,000 people construct sturdy shelters to protect them during the monsoon months. Photo: Pierre Grandier / IFRC

In **India**, Irish Red Cross in partnership with the Indian Red Cross Society is implementing a highly effective multi-drug resistant tuberculosis (TB) programme reaching 200,000 people living in poverty to date. Multi-drug resistant TB continues to be a significant cause of mortality especially in high density populations.



Since 2015, the Irish Red Cross is working with the Indian Red Cross Society to combat the spread of TB through a prevention and management of TB programme. Screening for TB in marginalised communities is one of the several interventions that the Red Cross uses to improve early detection of TB hence reducing transmission and increasing cure rates. Photo: AnnaMarie O' Carroll / Irish Red Cross

We have learned that...

- Our international work is relevant and well regarded;
- We need to increase integration of our work within existing Red Cross systems and hosting societies as per the localisation of aid agenda;
- We need to develop our programming to be both needs based responding to the priorities of our partners, while consolidating strategic areas of assistance;
- Evidence-supported advocacy and communication helps drive impact;
- The international work of the Irish Red Cross can grow, but we need to manage that growth through implementation of our strategy; and,
- We are ONE Irish Red Cross but we must strengthen linkages within our own society

WHY:

Our drivers and key attributes

Our strategy is built on what defines us as a humanitarian organisation. The policy context in which the Irish Red Cross operates is largely guided by the seven Fundamental Principles along with policies of the International Red Cross and Red Crescent Movement, which consists of the ICRC, IFRC and 190 National Societies. As a National Red Cross Society, our overall and international strategies continue to reflect our role as an auxiliary to government in the humanitarian sphere.

The development of this new international strategy is timely and relevant and has been guided by the progress of the upcoming Irish Red Cross corporate strategy. This new organisational strategy will embrace and reflect both our domestic and international commitments and responsibilities. Nonetheless, the overall vision and mission of the Irish Red Cross remain the same.

Vision: To be a leading humanitarian organisation, providing impartial services and support to vulnerable communities both at home and abroad.

Mission: To identify and deliver humanitarian assistance, both at home and abroad, to those who are in most need. In achieving this we will be guided by the Fundamental Principles of the Red Cross.



The international humanitarian space is very dynamic and heavily populated by a wide range of organisations, all providing differing and overlapping services to people in need across the globe.

In addition to the above guiding principles, the key drivers and differentiators for the Irish Red Cross include:

- The universally recognised Red Cross and Red Crescent emblems and the respect and reputation they bring globally;
- Being part of the largest humanitarian organisation in the world, and the resulting global access to active local communities;
- Our roots and history embedded in conflict and post-conflict humanitarian action;
- Our unique combination of providing humanitarian services domestically to people in need in Ireland, and at the same time overseas to people in need throughout the world, through our partnerships with National Societies, the ICRC and IFRC;
- Our 5,000-strong volunteer membership in Ireland and the knowledge and skills they can provide, particularly in first aid and related community services;
- Our restoring family links (RFL) team and their excellent track-record in Ireland;
- Our internationally recognised expertise in, and promotion of international humanitarian law (IHL);
- Our current role for the Irish Government in the reception, accommodation, acclimatization and assimilation of migrants into Ireland;
- Our ongoing work with prisoners in Irish detention centres, which has received international recognition;
- Our track-record and reputation in our international activities and interventions over many years; and,
- The generosity of the Irish public in supporting our work and emergency appeals.

WHAT WE WANT TO DO:

Our overall strategy

Our international strategy comprises the following objectives:

1. **Interventions:** We will continue to help those in need both through strategically targeted programmes, and through responding to humanitarian emergencies.
2. **Targets:** Given our origins and history together with the increasing impact of conflict on humanitarian needs, we will focus our programmes on providing interventions where prolonged conflicts exist, and in post-conflict environments. Our response to emergencies will be more in response to the needs arising and our ability to make a worthwhile impact.
3. **Geography:** We will focus our activities in regions where we believe there is a gap in the humanitarian landscape for the types of interventions we want to deliver, and where we can safely operate. Our geographical focus will develop in response to circumstances as they evolve. As above, our response to emergencies will not be limited to our strategic target locations for longer-term programmes.
4. **Activities:** Our activities will be primarily targeted towards the greatest current humanitarian challenges of migration, from the countries of origin and surrounding impacted countries, along the main migrant trails, and to destinations, particularly for those arriving in Ireland.
5. **Sectors:** We will focus our programmes around building resilience within the communities we serve, in terms of responding to climate change, disaster preparedness, sustainable livelihoods, and dealing with conflict.
6. **Promoting gender equality and diversity:** We will endeavour to ensure the integration of gender, age and disability equality and diversity in our work through the Red Cross Red Crescent framework of four areas of focus: dignity, access, safety and participation.
7. **Localisation:** Our work will revolve around people in crisis and alleviating their suffering, regardless of what external forces or conditions we work in. We will optimise our impact by working through National Societies who are closest to those they serve. We will support greater localisation of aid including strengthening of National Societies, where necessary, through the development of their strategic plans.
8. **Collaboration:** We seek to collaborate with appropriate stakeholders in our programmes and emergency interventions, in accordance with the Grand Bargain. We will also establish strategic partnerships with appropriate organisations who provide complimentary skills or services, such as technology companies, research institutions, and others where added-value can be gained from our combined activities.
9. **Accountability and transparency:** We will do what we say we will do, and ensure that those we serve and those who invest resources in us have a capacity to hold us to account. To this end we will ensure that we work in a transparent and open way with funders, partners and beneficiaries alike.
10. **Delegates:** We will seek to increase the number of Irish (and Irish-based) delegates on international assignments, whether or not we have any other role in the assignment activity, in collaboration with the ICRC, IFRC and Irish Aid.
11. **Volunteers:** We will seek to mobilize the involvement of the national domestic volunteer cohort into international activities, through activities including fundraising, working with migrants, providing specialist skills, and possible international assignments, such as first aid training, search and rescue, and other related social services. We will focus on providing skills and qualifications that best meet the needs not provided by other agencies, including

social and community services, logistics and infrastructure, project/programme management and emergency care.

- 12. Advocacy:** We will increase our voice through appropriate channels in advocating for the rights of the people in need that we support and help represent, in collaboration with the ICRC and IFRC, government agencies, and other key players.
- 13. Funding:** We will develop and implement a funding programme aimed at securing a steady income to support and develop our ongoing and future programmes, through a variety of private, institutional and other funding sources, as well as continuing to run fundraising campaigns in response to chosen emergencies.
- 14. Resources:** We will maintain a staff structure within head office that is sufficiently funded to create and implement all our international activities, and explore the benefits of locating staff in target international locations to manage programmes locally.
- 15. Publicity:** We will seek to raise the profile of the IRC international activities and achievements as part of a wider IRC publicity campaign within Ireland, and where appropriate internationally, through various forms of media and communication channels.
- 16. Restoring family links:** We will continue to provide this service in Ireland and try to expand in response to demand, subject to funding availability, as well as sharing our knowledge, skills and activities with other National Societies, the ICRC and IFRC.
- 17. International humanitarian law:** We will continue to promote and raise awareness of IHL through a variety of activities on the international and domestic stage.
- 18. Prison programme:** We will explore with our colleagues the expansion of our highly successful prison programme to other countries, through the ICRC, IFRC and National Societies, providing support and guidance where appropriate.
- 19. Innovation and digital technology:** We will seek to track emerging technologies, tools and processes on the international stage, and bring innovation and digital technology into our activities where feasible (such as through the use of drones, mobile apps, etc.)
- 20. Results focused:** We will strengthen our focus on the achievement of measurable results that enable us to learn and inform future decisions, choices and planning, and streamline our reporting back to our donors, collaborators, membership and wider public.

Our strategic goals and objectives

"Achieving measurable results is a key objective of the new international strategy"

Strategic goal 1: To strengthen resilience at the community or national level to alleviate suffering among vulnerable people

What we mean by strengthening resilience:

The Irish Red Cross shares the IFRC's understanding of building resilience, recognising the evolving and diverse nature of communities, and the cyclical deficits and vulnerabilities that they experience. Building resilience is about promoting a people-centred approach meaning communities are engaged in decision-making processes in inclusive ways that take account of the needs of the most vulnerable people. Through supporting communities, the Red Cross addresses underlying vulnerabilities and adopts demand-driven approaches to strengthening community resilience, thus mitigating disaster risk, reducing the impact of cyclical shocks and strengthening the ability of individuals and their communities to anticipate, prepare for and, respond to shocks and stresses. Where relevant, we will support National Society strategic plan development which in turn supports activities that strengthen the capacity of communities to better respond to humanitarian crises.



How we will deliver it... Our strategic objectives:

- 1.1 Increasing localisation of aid by strengthening National Societies
- 1.2 Responding timely to disaster management, preparedness and risk reduction activities
- 1.3 Increasing our focus on the causes and effects of climate change and disaster risk reduction
- 1.4 Enhancing our livelihood interventions to address health and well-being
- 1.5 Scaling-up our work on gender equality and diversity

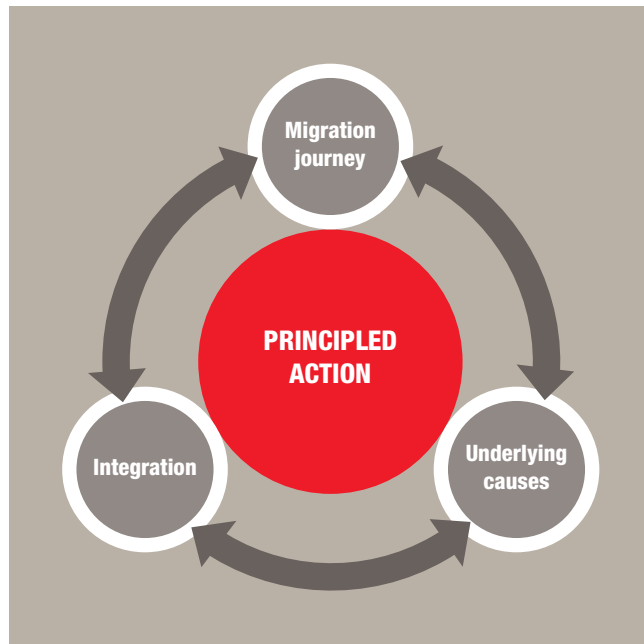
Strategic goal 2: To develop response programmes focused on the needs of migrants as they migrate and on their arrival to Ireland, designed to reduce their vulnerabilities, to protect and empower them, and promote their social inclusion

What we mean by social inclusion:

The world is currently witnessing an unparalleled movement of people both within countries and across frontiers. The Irish Red Cross works as an auxiliary to government, providing humanitarian assistance to migrants on their journey from their country of origin to Ireland and their integration and inclusion into Irish society.

The Irish Red Cross considers this a "shared" goal that embraces international and domestic dimensions of our mandate. Ultimately, we aim to ensure that migrants are supported and facilitated on the migration journey in Europe, Africa or the Middle East, and on arrival in Ireland are free to enjoy the same opportunities as mainstream society. People who have made a journey to escape conflict or other

crisis conditions may be neglected, marginalized or excluded for many reasons such as social or economic disadvantage, unemployment, a lack of access to information, knowledge or modern communication tools, or by public attitudes that stigmatize or discriminate.



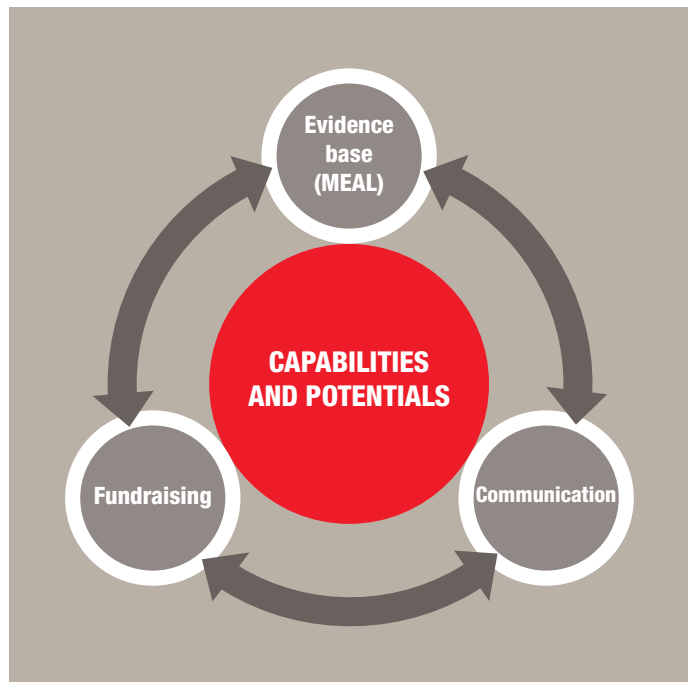
How we will deliver it... Our strategic objectives:

- 2.1 Ensuring adequate and comprehensive basic supports are available to migrants on their migratory routes
- 2.2 Ensuring assistance to migrants goes hand in hand with efforts to protect them against abuse, exploitation, and the denial of rights
- 2.3 Raising funds and public awareness of the needs of, and reasons why, people migrate
- 2.4 Ensuring timely access to accommodation, social, health and education services that accelerate social inclusion on arrival in Ireland
- 2.5 Using trained volunteers to support and enable social integration via the health and social care structure
- 2.6 Increasing volunteer training to combat racism and xenophobia and promoting social inclusion
- 2.7 Delivering high quality restoring family links services including tracing, messaging and family reunification

Strategic goal 3: To improve the visibility, scale, effectiveness and sustainability of Irish Red Cross support to those in crisis

What we mean by visibility, scale, effectiveness and sustainability:

Enhanced visibility of the Irish Red Cross is critical to successful awareness raising, advocacy and fundraising, each of which are central to discharging the mission and mandate of the organisation both at home and abroad. Gathering data, translating it into intelligence and disseminating information widely is critical to establishing the organisation as a credible actor in the humanitarian arena. To achieve this outcome, organisational functions must be underpinned with robust and streamlined systems, processes and procedures.



How we will deliver it... Our strategic objectives:

- 3.1 Developing a resource strategy to increase and incentivise funding certainty and predictability
- 3.2 Scaling-up visibility across electronic, social and printed media
- 3.3 Increasing the number of strategic partnerships including the private sector
- 3.4 Diversifying our funding base and increasing multi-annual funding streams;
- 3.5 Increasing our internal capacity for monitoring, evaluation, and learning
- 3.6 Increasing innovation, research, advocacy and awareness-raising
- 3.7 Increasing the number of delegates on assignments and strengthening human resource collaboration with the ICRC and IFRC
- 3.8 Enhancing national and sub-national commitment to Irish Red Cross international activities;
- 3.9 Strengthen our unique role in disseminating, advocating and promoting international humanitarian law, disaster law and the role of the Red Cross to a wide range of audiences in Ireland;
- 3.10 Working alongside both ICRC and IFRC, we will strengthen National Society capacity to replicate community-based health and first aid in prisons.

Where we will work over the next five years

How did we identify this geographical focus?

The Irish Red Cross will continue to consolidate its global focus over the next five years. While mindful of the current emergency unfolding in East Africa and following consultation with partners, geographical areas of need were identified compatible with our size and available resources. We will work in fewer countries, delivering support through new modalities. Having built up considerable in-country and regional experience through our work in Niger, our main geographical focus will be the Sahel and the Middle East and North Africa (MENA). These areas have been identified by IFRC and UNOCHA as an area of the forgotten crises with many countries experiencing conflict driven-cyclical vulnerability.

So what's new about this?

Where possible, our operational delivery will now be directly through existing National Society systems and through strengthened partnerships with existing and new like-minded partners. We will be working to promote a localisation of aid and discharging our responsibilities as part of the Grand Bargain. Our objective is delivering measurable results for the most vulnerable in a transparent and accountable way that strengthens resilience at individual, community and National Society levels. Where relevant, we will reinforce weak systems through appropriate delegate deployment with the ICRC and IFRC.

What about our mandate?

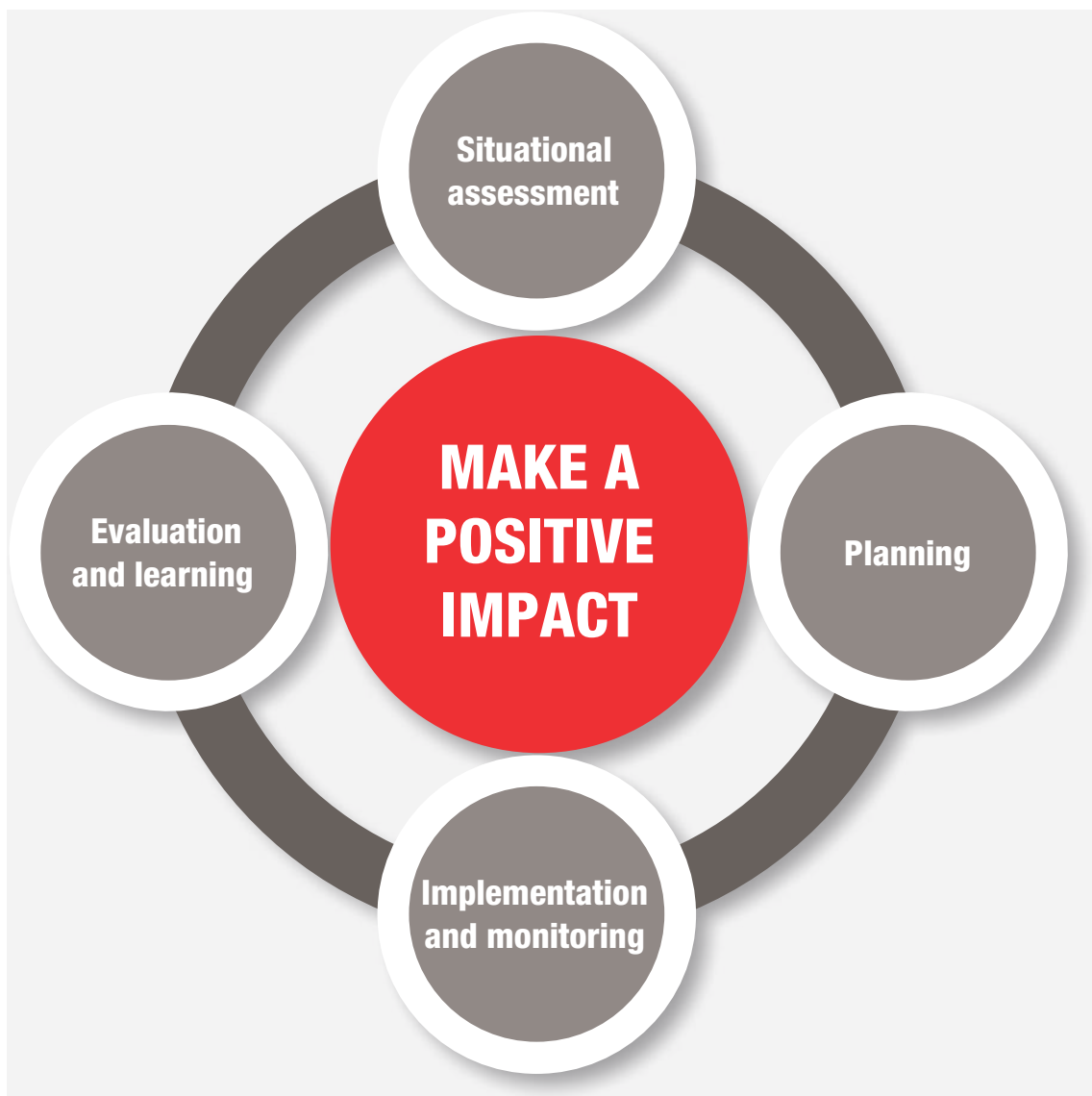
Being a part of the Movement confers a mandate on the Irish Red Cross to respond globally to crises and emergencies. The global volunteer network enables the Irish Red Cross to engage and respond to disasters and longer term problems anywhere in the world. Delivering this response will be achieved in a variety of different ways operationally; through scaled-up deployment of delegates, or through direct financial contributions, for example. The Irish Red Cross will maintain its readiness to provide emergency assistance in response to sudden onset emergencies.

How can we strengthen the interface between our overseas and domestic work?

Previous strategies have highlighted the need to develop areas of mutual benefit in Ireland. We will scale-up utilisation of existing specialist resources and utilise Irish expertise more frequently in the International arena. This is especially of relevance to emergency medical technicians (EMT) and other health professionals providing input into ICRC ongoing field operations in conflict zones.

Measuring and reporting the success of our new strategy

We understand accountability to mean that we will do what we say we will do and also provide for those we set out to help, with the means to hold us accountable. The relationship between planning, monitoring, evaluation and accountability is clear.



THE IMPORTANCE OF RESULTS BASED MANAGEMENT!

Results-based management (RBM) is a management strategy that has the achievement of results at the centre of its work. The genesis of effective RBM is at the design and planning stage of a strategy or programme. This is the principle underpinning all programme implementation. Even the most well developed, effective and efficient monitoring systems will not provide valid data and evidence on programme implementation, if the planning process has been flawed. The next stage in the international strategy is the design and development of a five-year plan with measurable results and milestones. That exercise will also agree the goal owners along with the M&E arrangements, procedures and capacity to accompany programme implementation of the strategy.

FUND IT - SPEND IT - PROVE IT!

Virtually every organisation functions to deliver some aspect of change, either in the short, medium or long term. The more well-developed and better performing organisations measure their progress by institutionalising the collection of data, translating these data into intelligence and constantly adjusting and learning whether they are doing the right things, and doing them the right way. Evidence is required at every stage of the programme cycle so that the organisation is in a constant state of learning. This also provides up-to-date evidence for governance and management on the organisational performance relating to strategy, programmes and financial performance.



NEXT STEPS:

Implementation

An implementation plan is being developed to cover this international strategy for the next three years. The implementation plan will expand on the above three strategic themes, and provide the appropriate level of details on:

- Specific programmes to be developed
- An assessment matrix for helping decide on appropriate emergencies for which to launch an appeal
- Real and measurable targets for all programmes and interventions
- Funding sources
- Budgets and resources
- Collaborators and partners
- Actions, timelines and deliverables
- Reporting mechanisms
- Communications and publicity
- Performance assessment and improvement plans

Bibliography

Document	Source
Africa Strategy 2009-2014	Irish Red Cross
Corporate Strategy: The way to 2018	Irish Red Cross
Corporate Strategy 2015-2019	British Red Cross
Strategy 20/20	Canadian Red Cross
International Strategy 2015-2020	Norwegian Red Cross
Report from Punjab MDR TB project	Irish Red Cross
International Strategy 2007-2012	Irish Red Cross
Institutionalising GBV – reflection sheet	Irish Red Cross
External Stakeholder Consultation (Jul 2013)	Irish Red Cross
Implementation of restoring family links strategy - final report	Irish Red Cross
IRC Annual Report 2015	Irish Red Cross
Anticipating humanitarian needs in Sub-Saharan Africa	IFRC
Management responses to evaluation of IRC Niger programme	Irish Red Cross
Nepal earthquake – update 2016	Irish Red Cross
Restoring family links strategy 2008-2018	ICRC
Organisational capacity assessment (Nov 2015)	Irish Aid
Humanitarian need in Sub-Saharan Africa	IFRC
Report on monitoring mission to Niger	Irish Red Cross
Draft strategy in Niger 2016-2020	Irish Red Cross
Livelihoods centre – definition	Spanish Red Cross
IRC Migration Strategy	Irish Red Cross
Impact of Brexit on the Development & Humanitarian sector	Dóchas
Africa Regional Partnership Meeting 2017	IFRC
Restoring Family Links Strategy 2011–2016	Irish Red Cross
RCRC appeals and humanitarian assistance trends	GHA report 2016
Humanitarian Assistance policy 2015	Irish Aid
Africa Regional Partnership meeting – outcome & summary report	Irish Red Cross
Board away day report 2017	Irish Red Cross
Migration in Ireland – Situational Review	Irish Red Cross
Electric aid project report – Zinder	Irish Red Cross
Making evaluation more effective in humanitarian assistance	ETC-UK
Irish & Belgian Red Cross in Niger – Briefing Note	Irish Red Cross
World Humanitarian Summit – Irish consultation 2015	CHA- UCD/Irish Aid
Recommendations from the WHS consultative process	CHA-UCD/Irish Aid
Invitation e-mail to key informants for new international strategy	Irish Red Cross
Disaster management & partnerships – What works?	Canadian Red Cross
Our worldwide commitment	Swiss Red Cross
International restricted funds – 5 year income analysis	Irish Red Cross
Risk register 2017	Irish Red Cross
International humanitarian law – blog	Irish Red Cross
Programme Results Framework 2017– Niger	Irish Red Cross

Document	Source
The Grand Bargain (2017)	IFRC-ICRC
Livelihoods and capacity building programme Niger-2015 (reaffirmation of CB for NRC)	Irish Red Cross
Theory of change National Society development	IFRC/NRC
The Paris Declaration on aid effectiveness 2008	OECD
IFRC framework for community resilience	IFRC

Humanity
Impartiality
Neutrality
Independence
Voluntary Service
Unity
Universality

16 Merrion Square
Dublin 2
Ireland

t +353 (0) 1 642 4600
f +353 (0) 1 661 4461

e info@redcross.ie
www.redcross.ie