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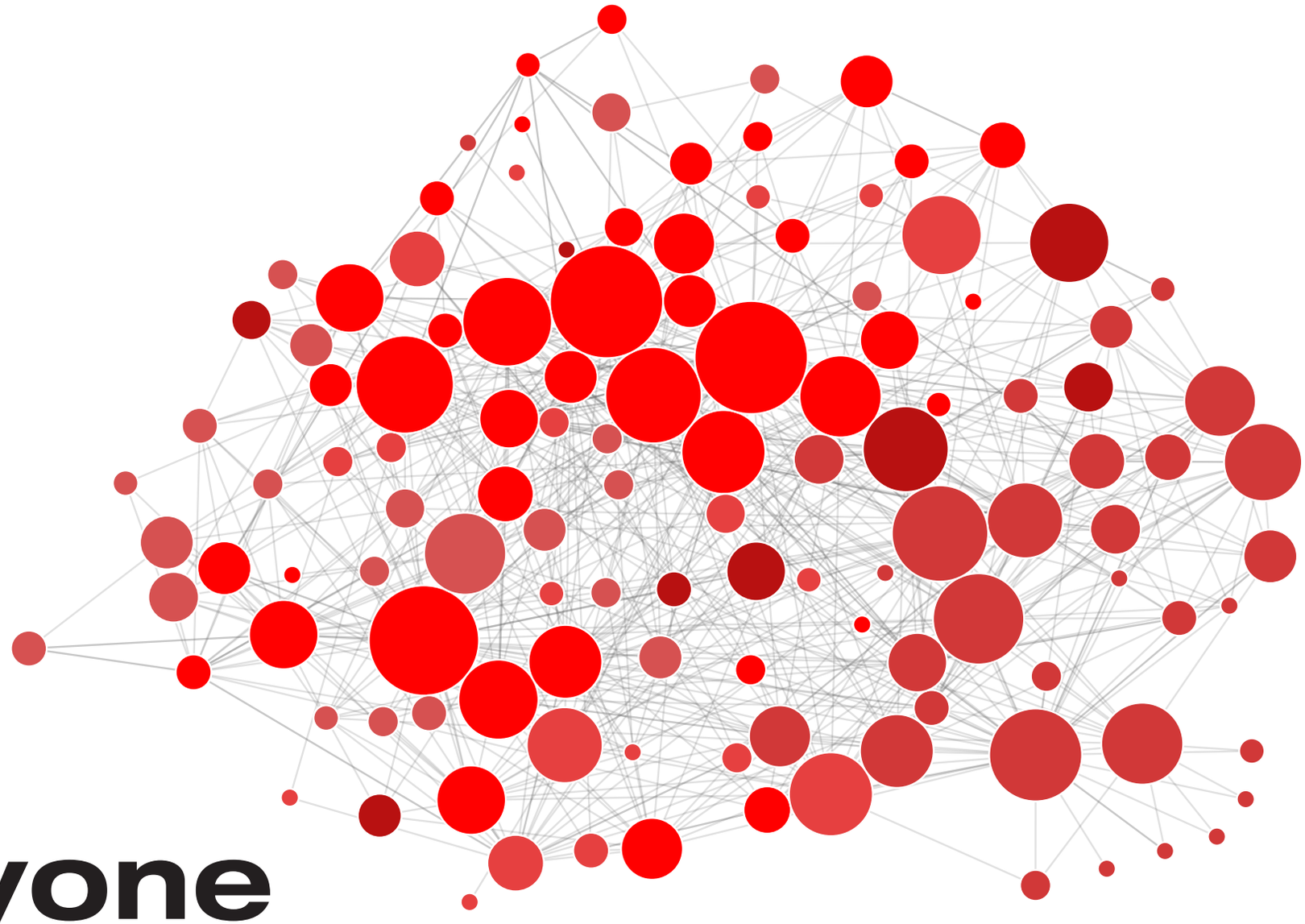

# Everyone Counts

April 2022 issue

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Cover: the circles represent National Societies and their sizes are proportional to the number of support links flowing between them

# Everyone Counts

April 2022 issue

# Contents


- Message from the Secretary General 6
- Introduction 8
- Highlights of achievements 9

**1 Activities** 10
- An overview of the eight thematic areas 12
- National Societies' main area of focus by year 15
- People donating blood in 2020 17

**2 People** 19
- Volunteers 20
- Volunteer numbers for 175 National Societies and the median of all National Societies 22
- National Societies with increased capacity reported more stable figures 23
- Versatile volunteers across the globe 24
- Paid staff 26
- Age profile 27
- Gender distribution in National Society roles 29
- Secretariat – some noticeable improvements at management level 30

**3 Duty of care** 32
- Insurance levels – paid staff 33
- Insurance levels – volunteers 34
- Varying coverage levels in National Societies according to country income group 35
- Security and safety management and insurance 36
- Factors contributing to higher levels of coverage: modelling paid staff insurance levels 38

**4 Resources** 39
- National Society finances 40
- Distribution of sources of National Society income by country income group 42
- Sources of income during crises 44
- Diversification index 47

**5 Our network of National Societies** 49
- A growing network 51
- Inter-regional and intra-regional support links 53

**6 Looking forward** 54
- Embracing digital transformation, a key transformation identified in Strategy 2030 55
- Further alignment with Strategy 2030 56

**Data sources and references** 57

**Appendix 1: National Society achievements in summary per country, by region**
- Reporting statistics and OCAC 59
- Disaggregation levels of National Societies submissions in 2020 by age, gender and disability 60
- Percentages of National Societies reporting on main indicators and key documents, 2020 61
- National Societies' data 2020 62

**Appendix 2: Missing data and limitations** 72
- Imputting missing data 74

**Appendix 3: Methodology** 75
- Diversification index 76
- Econometric model about staff insurance levels 76

**Acknowledgements** 80

# List of figures


- **Figure 1:** The IFRC at a glance, 2020 9
- **Figure 2:** People reached by National Societies 2016-2020 11
- **Figure 3:** Number of people reached in 2020 by National Societies - boxplots 14
- **Figure 4:** National Societies' main area of focus by year 15
- **Figure 5:** National Societies' main areas of focus in 2020 16
- **Figure 6:** People donating blood 2012-2020 18
- **Figure 7:** Age profile of blood donors 2020 18
- **Figure 8:** Number of volunteers in 2020 by National Society 20
- **Figure 9:** Number of volunteers by year 21
- **Figure 10:** Volunteer numbers for 175 National Societies and the median of all National Societies 22
- **Figure 11:** Median YoY change (%) in volunteer numbers according to National Society capacity to keep volunteer records/ database (OCAC attribute 26) 23
- **Figure 12:** Number of paid staff - yearly trend and percent change 26
- **Figure 13:** Number of paid for 177 National Societies 26
- **Figure 14:** Median of the number of paid of all National Societies 26
- **Figure 15:** Age profile of volunteers and paid staff 27
- **Figure 16:** Percentage of female and male holding President and Secretary General position in National Societies 28
- **Figure 17:** Gender distribution in National Society roles – yearly averages 29
- **Figure 18:** Numbers and percentages of women employees by job grade at the IFRC Secretariat (global and regional offices) and on IFRC contracts, 2021 30
- **Figure 19:** Average percentage of women by job grade at the Secretariat (global and regional offices), 2013–2021 31
- **Figure 20:** Percentage of staff insured from 2016 to 2020 33
- **Figure 21:** Percentage of volunteers insured by year (median) 34
- **Figure 22:** Percentage of volunteers insured by National Societies by country income group in the past five years 35
- **Figure 23:** Average in the past 5 years 35
- **Figure 24:** Average number of volunteers insured by National Societies according to their OCAC score for Security/safety training and culture 36
- **Figure 25:** Median number of volunteers insured by National Societies according to their OCAC score for Security/safety training and culture and country income group 37
- **Figure 26:** Paid staff insurance coverage - drivers 38
- **Figure 27:** Total National Society expenditure and income, 2020 40
- **Figure 28:** Sources of National Society income in 2020: average share in total reported income 41
- **Figure 29:** Sources of National Society income in the past five years by country income group 43
- **Figure 30:** Main sources of National Society income during times of extreme, moderate and no crisis 45
- **Figure 31:** National Society income diversification index 2016–2020 47
- **Figure 32:** Support links between National Societies 50
- **Figure 33:** Number of unique support links between National Societies from 2017 to 2020 51
- **Figure 34:** Number of support links between regions from 2017 to 2020 52
- **Figure 35:** Number of unique National Societies supporting other regions, total number of links and type of support (inter-regional and intra-regional support as a percentage of the total) from 2017 to 2020 53
- **Figure 36:** Number of National Societies Strategic Plans, Audited financial reports and annual reports submitted to FDRS between 2012-2020 correlated to National Societies capacity in these aspects measured by the respective OCAC attributed 59

# List of tables


- **Table 1:** Disaggregation levels of National Societies submissions in 2020 by age, gender and disability 60
- **Table 2:** Percentages of National Societies reporting on main indicators and key documents, 2020 61
- **Table 3:** National Society achievements in summary per country, by region 62
- **Table 4:** Econometric model about staff insurance levels - chapter 3. Results of the estimates 77


# List of boxes


- **Box 1:** Turkish Red Crescent Society and the IFRC:The Emergency Social Safety Net (ESSN) programme 13
- **Box 2:** Versatile volunteers across the globe 24
- **Box 3:** Kenya, Icelandic and the Netherland Red Cross volunteers 25
- **Box 4:** Covid-19 health guidance 34
- **Box 5:** New COVID-19 safety protocols – the American Red Cross 37
- **Box 6:** Case study: Saint Kitts and Nevis 41
- **Box 7:** Case study: American Red Cross and the Philippine Red Cross 46
- **Box 8:** Case study: Panama Red Cross 48
- **Box 9:** The FDRS, a successful model for Federation-wide data collection IFRC global monitoring of COVID-19 and learning for the future 56

# Abbreviations

| | |
|---|---|
| **AoF** | Area of focus |
| **B** | Billion |
| **COVID-19** | Coronavirus disease 2019 |
| **CHF** | Swiss Francs |
| **CTP** | Cash Transfer Programming |
| **DREF** | Disaster Relief Emergency Fund |
| **DRR** | Disaster Risk Reduction |
| **ESSN** | Emergency Social Safety Net |
| **FDRS** | Federation-wide Databank and Reporting System |
| **GAP** | Global Advisory Panel on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies |
| **ICRC** | International Committee of the Red Cross |
| **IGA** | Income Generating Activities |
| **IFRC** | International Federation of Red Cross and Red Crescent Societies |
| **K** | Thousand |
| **M** | Million |
| **MENA** | Middle East and North Africa |
| **Movement** | Collective Red Cross and Red Crescent Movement, including National Societies, International Federation, and the International Committee |
| **NGO** | Non-governmental Organization |
| **NS** | National Society |
| **OCAC** | Organizational Capacity Assessment and Certification |
| **PMER** | Planning, Monitoring, Evaluation and Reporting |
| **SI** | Service Income |
| **UN** | United Nations |
| **USD** | United States Dollar |
| **WASH** | Water, Sanitation, and Hygiene |
| **WB** | World Bank |
| **WHO** | World Health Organization |
| **XCD** | East Caribbean Dollar |
| **YoY** | Year-over-year |

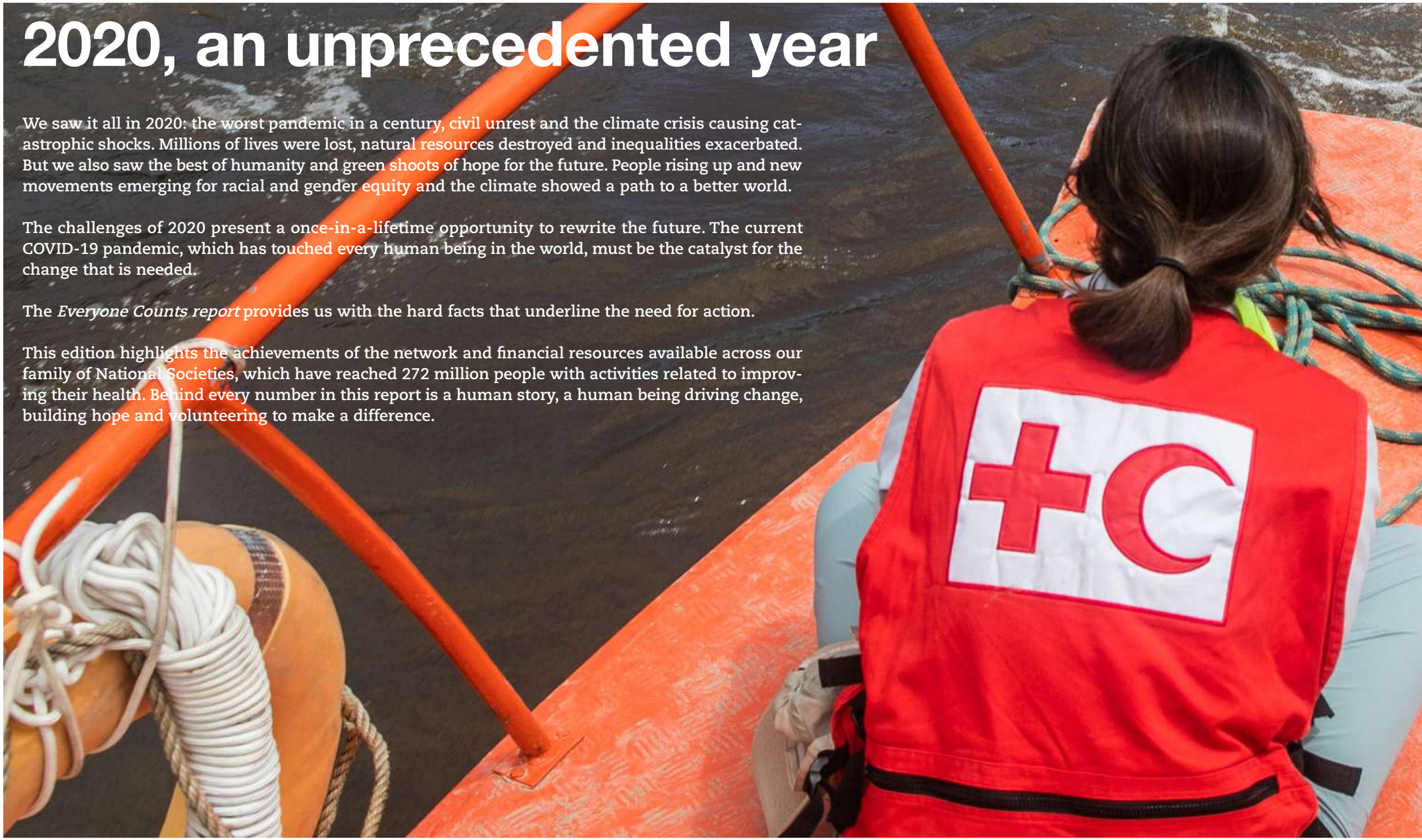
# 2020, an unprecedented year

We saw it all in 2020: the worst pandemic in a century, civil unrest and the climate crisis causing catastrophic shocks. Millions of lives were lost, natural resources destroyed and inequalities exacerbated. But we also saw the best of humanity and green shoots of hope for the future. People rising up and new movements emerging for racial and gender equity and the climate showed a path to a better world.

The challenges of 2020 present a once-in-a-lifetime opportunity to rewrite the future. The current COVID-19 pandemic, which has touched every human being in the world, must be the catalyst for the change that is needed.

The *Everyone Counts report* provides us with the hard facts that underline the need for action.

This edition highlights the achievements of the network and financial resources available across our family of National Societies, which have reached 272 million people with activities related to improving their health. Behind every number in this report is a human story, a human being driving change, building hope and volunteering to make a difference.



The report deep dives into the duty of care we provide to our communities: the volunteers and staff who stand strong in union, when and where needed, to improve lives and livelihoods. It explores everything from our ability to fulfil our duty of care towards volunteers and staff to the diversity that ensures our network can function effectively in some of the most challenging environments in the world. It illustrates our strengths and addresses the challenges that we, as a learning organization, must do better on.

I hope this report serves as a space to turn our knowledge and experience into the resources needed to ensure that we can deliver on the promise that everyone counts.

Jagan Chapagain, Secretary General

Supporting the national vaccination campaign against COVID-19 of the Health Ministry of Peru for indigenous communities, in 2021 the Peruvian Red Cross together with the IFRC and the ICRC is implementing the project ''Facilitation of community dialogue and logistic support to the COVID-19 vaccination for hard-to-reach communities''. The areas of intervention comprehend the Amazonia provinces of Loreto, San Martin and Ucayali and the high-Andean region of Puno, Cusco and Ancash.

Photo credit: *REUTERS/ CICR/ Sebastián Castañeda*

# Introduction and highlights of achievements

**What this report is about**

The *Everyone Counts report* is a flagship publication of the International Federation of Red Cross and Red Crescent Societies (IFRC). It is primarily based on the data we collect from our network of 192 National Societies, an annual process undertaken since 2012. Over the past nine years, this has enabled us to establish a unique database on the IFRC's humanitarian capacity, resources and activities worldwide. We rely on the efforts of National Societies to report their data on the key indicators that are best able to convey this global overview of the network, allowing us to conduct analysis and better inform our decisions as an organization.

In 2020, as the world battled the COVID-19 pandemic, major economic and health impacts amplified existing inequalities, created new ones and destabilized communities. As the enormous socio-economic impact of the disease was wide-ranging but distributed unequally across the world, our National Societies were required to respond to a unique set of challenges. We are extremely proud of our network's achievements in overcoming these unprecedented challenges and ensuring that key activities continued to be delivered in support of communities. This Everyone Counts report analyses the bigger picture of our network, and an additional edition, expected to be published later in 2022, will be devoted to our National Societies' response to COVID-19.

**Why we chose these topics**

In this edition of *Everyone Counts*, we highlight the different activities provided by National Societies and what our volunteers and staff have achieved together in 2020.

---

In chapter 1, we provide an overview of the achievements of our National Societies by looking at the way they have affected people's lives. Was the focus, yet again, primarily on health?

Volunteers and staff perform essential functions within our National Societies, serving communities daily through activities ranging from disaster relief operations to longer-term community development services. **Was the IFRC network able to maintain its volunteer and staff base?**

In chapter 2, we provide a detailed analysis of the evolution of National Society staff and volunteers since 2012 and explore the reasons behind some of the trends.

We must recognize that volunteers and staff are exposed, in the course of their invaluable work, to various types of risks inherent in the situations they respond to. One of the ways National Societies ought to mitigate the consequences of adverse risks is by providing accident insurance that covers care in the event of an accident. This is an important mechanism in our duty of care towards volunteers and staff, a major topic of this report covered in chapter 3. A cross-departmental analysis incorporating a set of Organizational Capacity Assessment and Certification (OCAC) attributes answers the question: **What are the factors that enable National Societies to fulfil their duty of care to volunteers and staff?**

Over the past few years, we have reviewed key performance indicators to make sure they are relevant and enable evidence-based decision-making. Since 2016, we have been collecting information about National Societies' individual sources of income to better understand how they finance their humanitarian activities. Chapter 5 focuses on these sources of income, distinguishing between country income groups and introducing an income diversification index. The chapter aims to provide an answer to the question: **Where did funding come from and how diverse was it over the past years?**

Finally, previous editions of Everyone Counts have recognized the existence of a wide support network among National Societies around the world, highlighting the solidarity of our worldwide network. In chapter 6, we once again investigate the support links between National Societies and ask ourselves: **How do National Societies support each other and how has this changed over the years?**

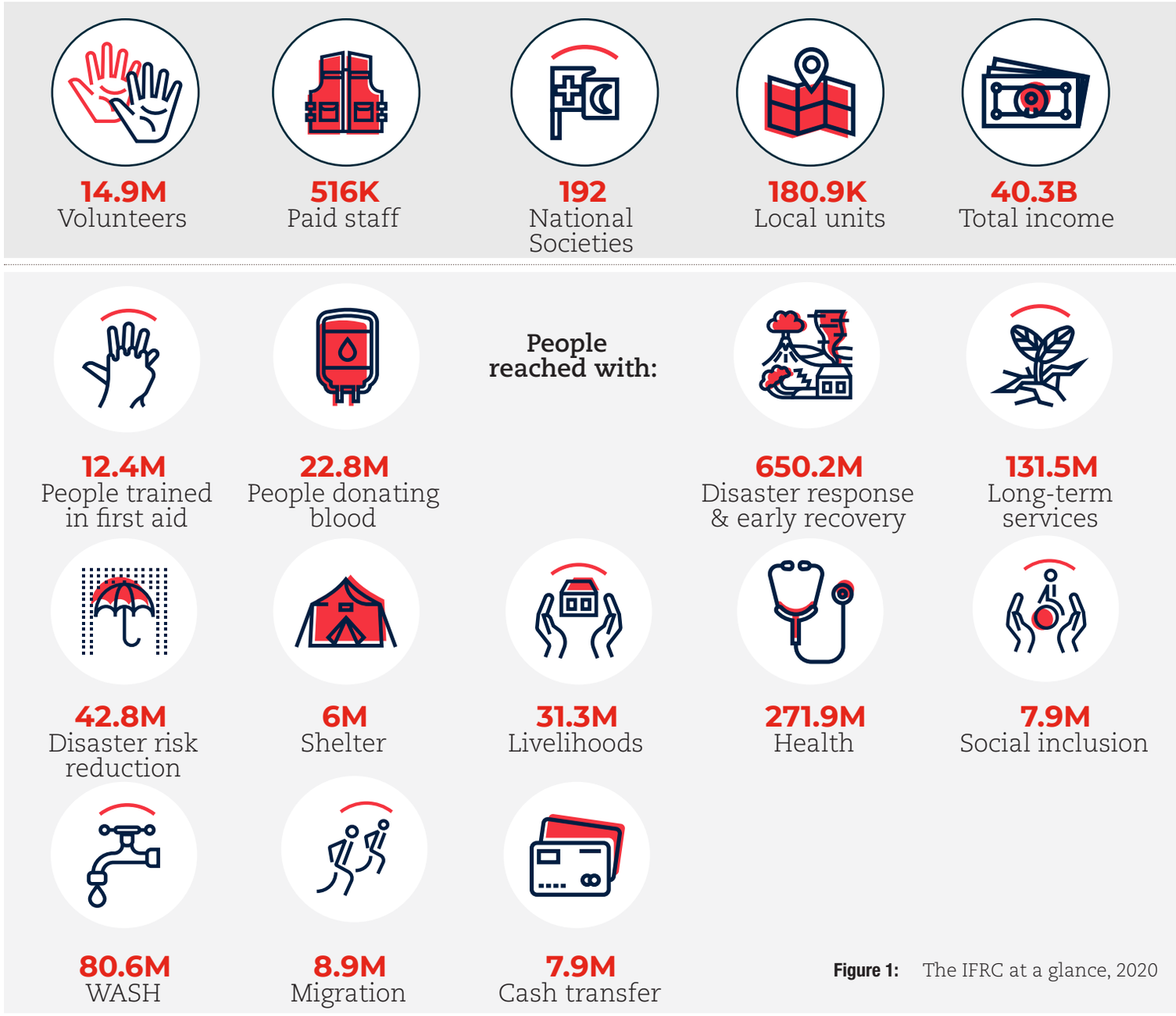



**Figure 1:** The IFRC at a glance, 2020

# Highlights of achievements

**data.ifrc.org/fdrs**

The FDRS web application provides maps and tables for the most important National Society indicators and shows profiles for each National Society.

# 1. Activities

This chapter takes us through different programmes implemented by National Societies and their main area of focus in 2020. It shows how the reach of these programmes varied from one year to another and how events have influenced this change.

'Polish Red Cross is setting up a Humanitarian Service Point at Michalowo, near the border with Belarus, where migrants and NGOs taking care of them can stock up on relief items.

Photo credit: *Agnieszka Sadowska/ 6th November 2021*

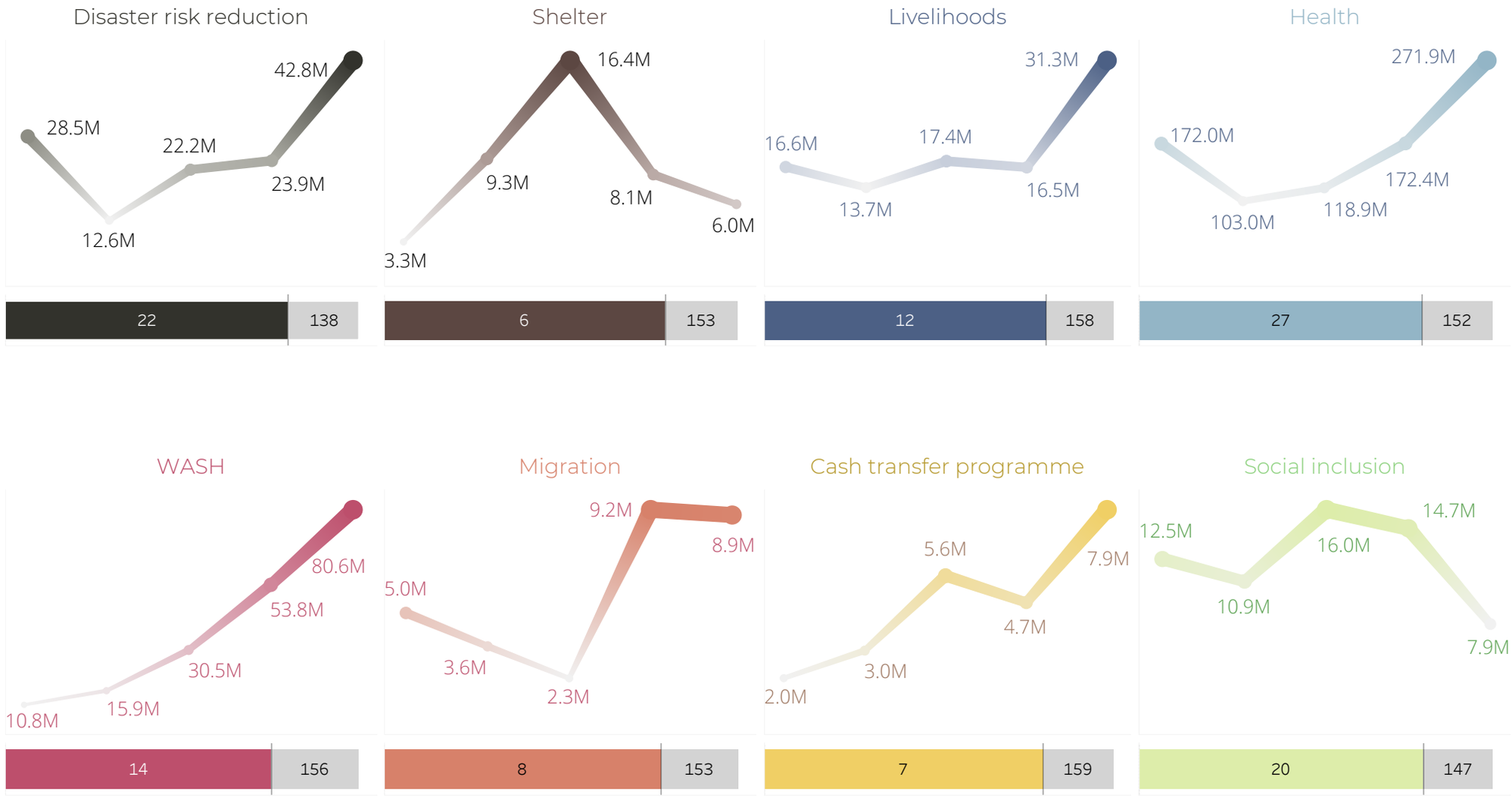
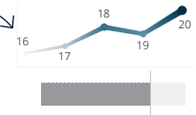



**Figure 2:** People reached by National Societies 2016-2020

Total number of people reached each year (2016-2020)




Number of National Societies comprising 80% of total number of people reached in 2020

# An overview of the eight thematic areas

**Disaster risk reduction:**

The number of people reached by disaster risk reduction (DRR) activities increased by 80% in 2020 compared with 2019, rising to an all-time high of over 42 million people and reflecting the significant efforts of National Societies to prepare their communities during a difficult year. Out of the 160 National Societies that reported on this indicator, 22 reached 34.2 million people, accounting for around 80% of the total number of people reached by DRR in 2020.

**Water sanitation and hygiene**

Access to safe water and sanitation facilities is one of the main concerns for many communities. In 2020, the need for access to and greater awareness about hand hygiene intensified. There were 170 National Societies that worked tirelessly to implement WASH projects in their communities, reaching almost three times more people than the average over the past four years. Fourteen National Societies reported reaching 60.7 million people out of a total of 80.6 million.

**Shelter**

Of the 6 million people reached by shelter activities in 2020, six National Societies together reported about 4.7 million, accounting for around 80% of the total. Although there was a slight drop in reach, the traditional providers of shelter services, such as the Syrian Arab Red Crescent, the Yemen Red Crescent Society and the Mozambique Red Cross Society, continued to mitigate the settlement risks of affected people.

**Migration**

In 2020, there was a steady rise in programmes related to addressing the needs of migrants implemented by the same actors as in previous years. The Turkish Red Crescent Society, the Red Crescent Society of the Islamic Republic of Iran, the Yemen Red Crescent Society, the Lebanese Red Cross and the Tanzania Red Cross National Society were among the main actors supporting migrants with different assistance and protection activities over the past two years.

**Livelihoods**

Out of the 170 National Societies reporting on this indicator, 12 reported reaching 25.3 million people, accounting for 80% of the total of 31.3 million people reached in 2020. Globally, in 2020, the number of people reached by our National Societies was almost twice the average over the past four years. Addressing the socio-economic impact of the pandemic and tackling poverty was identified as one of three key operational priorities of the global COVID-19 emergency appeal.

**Cash transfer programming**

Cash transfer programmes increased the number of people reached compared to previous years. Just seven of the 166 reporting National Societies accounted for 6.4 million people out of a total of 7.9 million. Cash transfers grew significantly, and several National Societies reported using them for the first time, including those of Denmark, South Sudan, Belize, Sierra Leone, Albania and Croatia.

**Health**

We saw a sharp increase in the number of people reached directly by health activities in 2020. It was a main area of focus for many National Societies, and 179 of them reported reaching almost 272 million people with direct health-care provision, and many more indirectly.

**Social Inclusion**

One of the unfortunate consequences of the pandemic was the sharp decline in social inclusion activities. Activities that ensure equitable access to basic services for the most marginalized populations were scaled down. The same 167 National Societies active in this area continued to carry out social inclusion activities in 2020.

Photo credit:
*December 2021*
*Meer Abdullah/*
*Afghan Red*
*Crescent*

**Turkish Red Crescent Society and the IFRC:**
**The Emergency Social Safety Net (ESSN) programme**

In 2020, the IFRC took over from the World Food Programme as the leading partner for the ESSN programme, the biggest humanitarian programme in the history of the European Union and the largest ever implemented by the IFRC. The IFRC and the Turkish Red Crescent Society formed a partnership to provide invaluable humanitarian assistance through cash transfers to the nearly 4 million refugees living in Turkey.

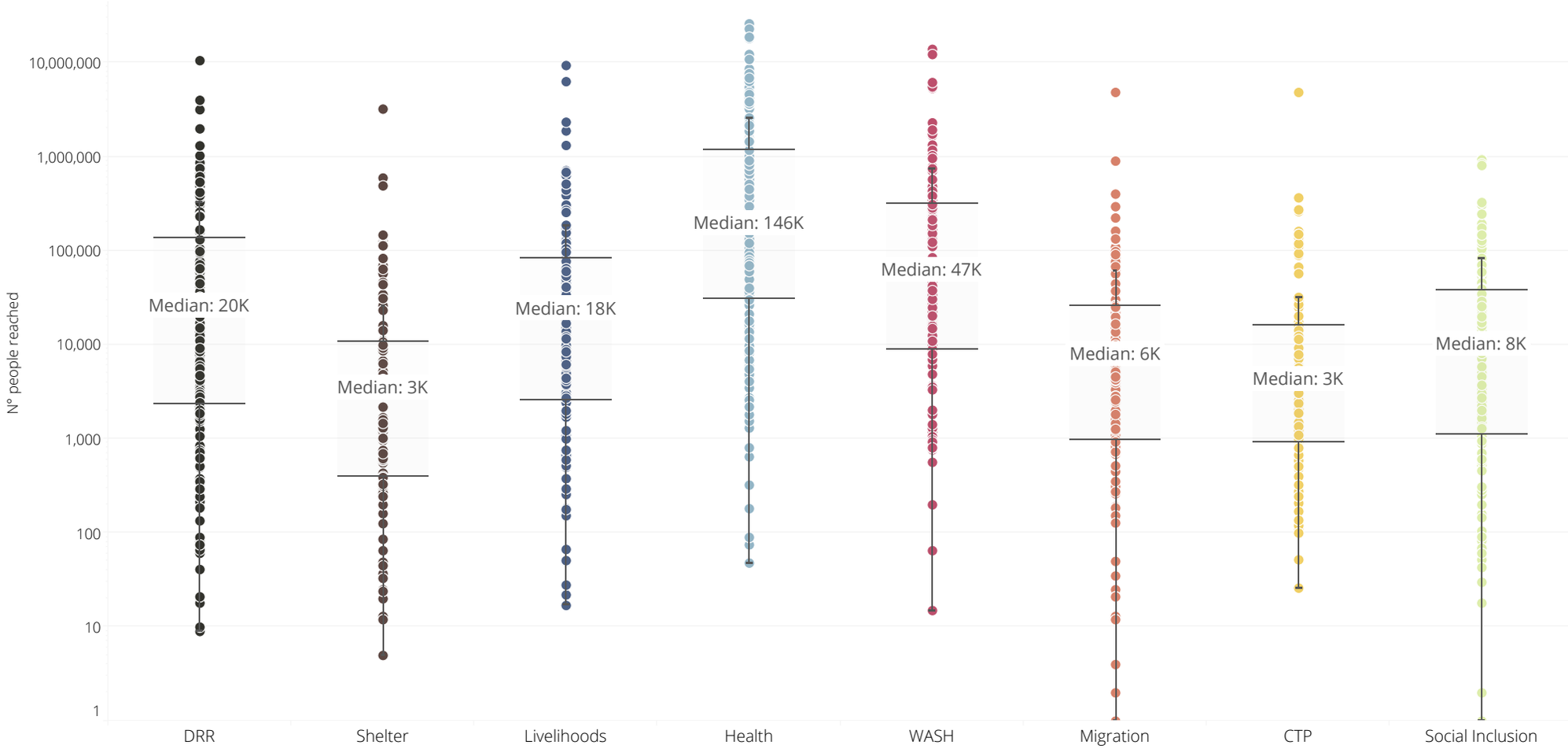
Many refugees targeted by the ESSN programme originate from Syria and have sought safety in Turkey from a ten-year-long conflict in their home country. The ESSN programme allows many of these vulnerable families to overcome the financial hardship they face, as Kevser, a Syrian woman who fled her country in 2015, remarks: "The Turkish Red Crescent changed our lives. I attended courses, became more active, I feel powerful."

To be able to provide these services, distributing a total of 46.6 million Swiss francs a month, we rely not only on the dedication of the nearly 150,000 volunteers and over 11,000 staff members of the Turkish Red Crescent, but also on the network of donors, National Societies, governments and organizations.

According to a UN analysis, the number of children without access to education, health, housing, nutrition, sanitation, has increased by 15 per cent since the start of the pandemic. Thanks to Emergency Social Safety Net (ESSN) monthly cash assistance provided by IFRC and Turkish Red Crescent and funded by the European Union, Rim's family is able to meet its basic needs during the challenging times.

Photo credit: *IFRC/Irem Karakaya*

**Figure 3:** Number of people reached in 2020 by National Societies - boxplots




While figure 2 highlights how the total number of people reached in each of the areas of focus was driven by the numbers of just a few National Societies, the boxplots in the above figure show each National Society (circles) and the median of each indicator, which better reflects the number of people reached by a typical National Society. The boxplots illustrate the distribution of people reached by National Societies in each thematic area – 25% of National Societies reached fewer people than the number indicated by the lower horizontal line and 75% reached more. The circles above the upper and lower whiskers (vertical lines extending from the boxes) represent the outlier National Societies.

**Figure 4:** National Societies' main area of focus by year

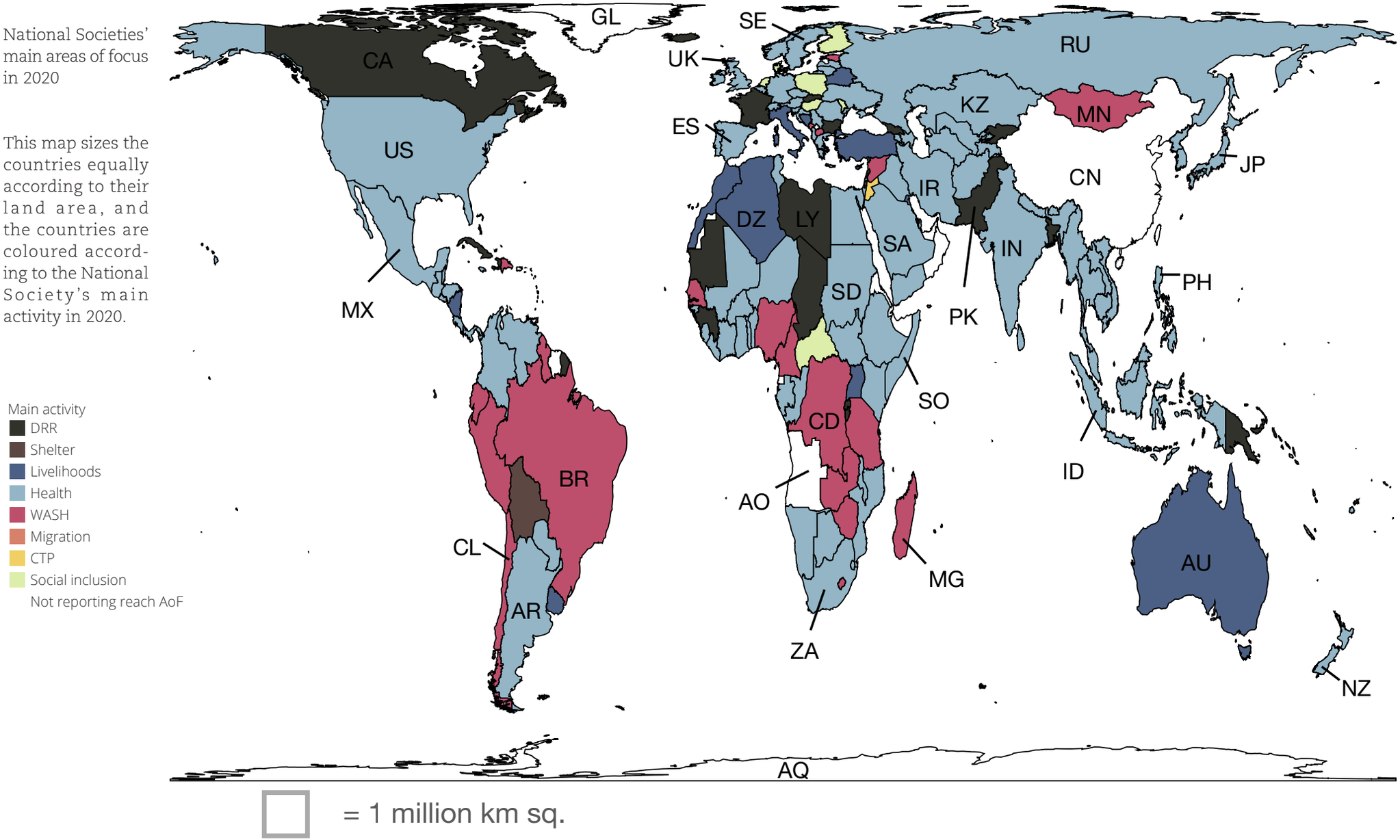
The heatmap illustrates the number and percentage of National Societies for each area of focus per year. In 2016, 45% of the National Societies (69 out of 154) that reported data had health as their main activity (it was the area of focus of all eight of the National Societies with the highest number of people reached), compared to 55% in 2020 (101 out of 183 National Societies), while WASH and DRR remained the main activities of several National Societies.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|
| DRR | 28 (18%) | 22 (14%) | 31 (18%) | 27 (15%) | 25 (14%) |
| Shelter | 2 (1%) | 4 (3%) | 2 (1%) | 2 (1%) | 1 (1%) |
| Livelihoods | 13 (8%) | 8 (5%) | 13 (8%) | 15 (8%) | 14 (8%) |
| Health | 69 (45%) | 71 (46%) | 81 (48%) | 86 (47%) | 101 (55%) |
| WASH | 15 (10%) | 20 (13%) | 15 (9%) | 26 (14%) | 28 (15%) |
| Migration | 13 (8%) | 9 (6%) | 6 (4%) | 6 (3%) | 2 (1%) |
| CTP | 1 (1%) | 6 (4%) | 6 (4%) | 5 (3%) | 3 (2%) |
| Social inclusion | 13 (8%) | 14 (9%) | 14 (8%) | 15 (8%) | 9 (5%) |

**Figure 5:**

National Societies' main areas of focus in 2020

This map sizes the countries equally according to their land area, and the countries are coloured according to the National Society's main activity in 2020.



6 months since the Beirut Port Explosion Collection: Health services and mental health support

Photo credit: *Lebanese Red Cross*

# 22.8 million

## people donating blood in 2020

The IFRC network is an important global actor when it comes to blood donation. In 2020, despite COVID 19 and related restrictions, 22.8 million people donated blood. The trend of the past five years remained relatively constant, with a peak in 2017 of 25.3 million donors.

## Are IFRC network donor profiles comparable to donor profiles globally?

According to the World Health Organization (WHO) Global Database on Blood Safety for the year 2018[1], 40% of the 118.4 million blood donations collected globally come from high-income countries. It also reports that "33% of blood donations are given by women, although this ranges widely" and that the "age profile of blood donors shows that, proportionally, more young people donate blood in low- and middle-income countries than in high-income countries".

**Does the IFRC network display similar trends?** In 2018, we reported 22.7 million blood donations, 14.3 million of which came from high-income countries (63.4%) and 37% from female donors. Similarly, there are more young blood donors (18–29 and 30–39) in low- and middle-income countries than in high-income ones; this trend is inverted for higher age ranges.

1 WHO Global Database on Blood Safety.

**Figure 6:** People donating blood 2012-2020

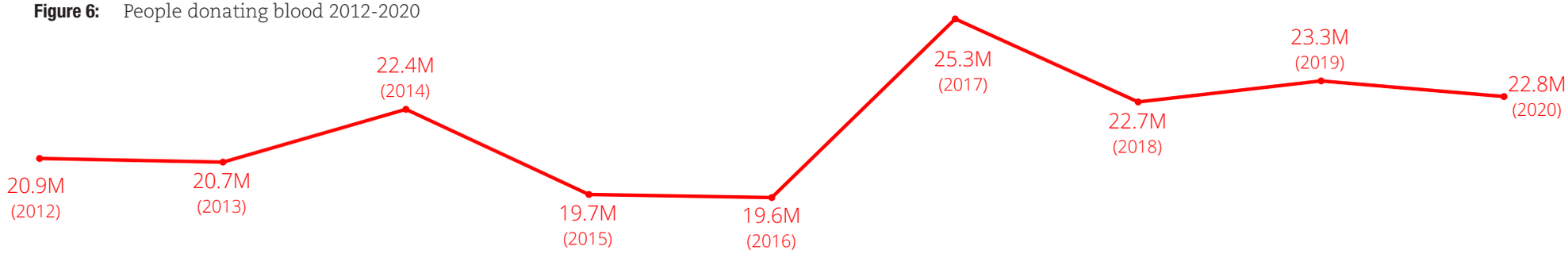
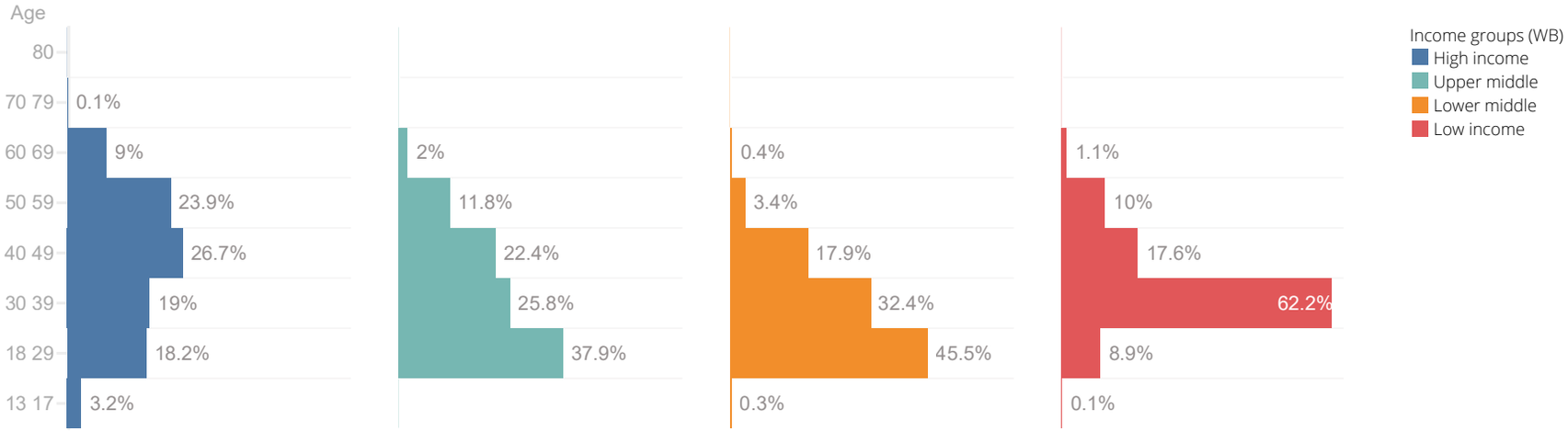



**Figure 7:** Age profile of blood donors 2020



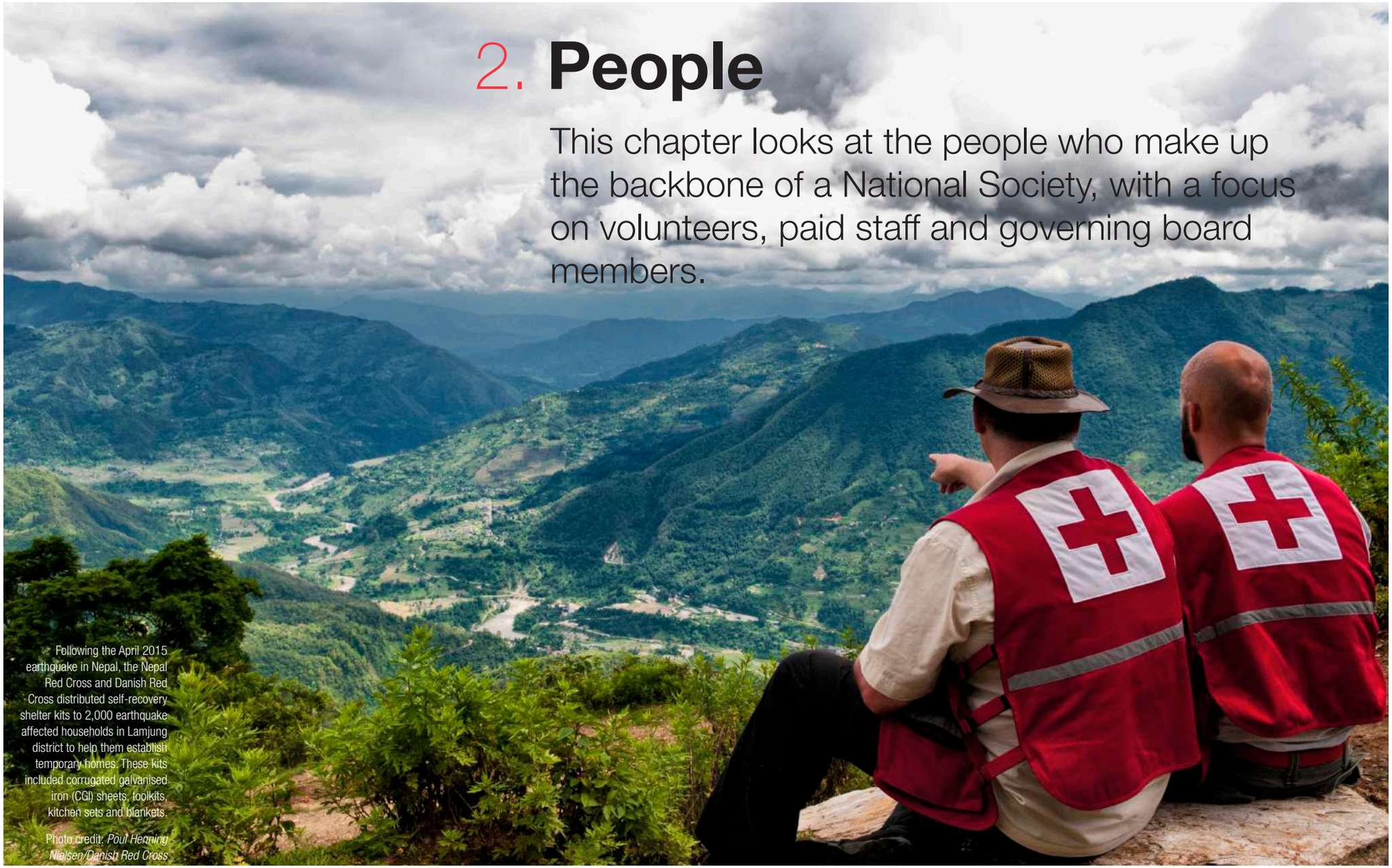

# National Societies blood supply

The 2018 GAP[2] *Global Mapping report* evaluated the level of National Society involvement in the blood programmes in their respective countries. Eight National Societies provided 100% of the blood supply in their countries, another eight provided between 85% and 90%, and 12 provided a significant proportion, ranging from 20% to 45% on average.

2 The Global Advisory Panel on Corporate Governance and Risk Management of Blood Services in Red Cross and Red Crescent Societies (GAP) is a global network of Red Cross and Red Crescent blood services

# 2. People

This chapter looks at the people who make up the backbone of a National Society, with a focus on volunteers, paid staff and governing board members.



Following the April 2015 earthquake in Nepal, the Nepal Red Cross and Danish Red Cross distributed self-recovery shelter kits to 2,000 earthquake affected households in Lamjung district to help them establish temporary homes. These kits included corrugated galvanised iron (CGI) sheets, toolkits, kitchen sets and blankets.

Photo credit: *Poul Henning Nielsen/Danish Red Cross*

# Volunteers

Volunteers are at the heart of a National Society. They account for a large proportion of the people in most National Societies and play a crucial role in all activities and programmes, whether during a disaster response operation or a longer-term programme.

The FDRS indicator for volunteers records the number of people volunteering at least four hours with the National Society in the reporting year. Many National Societies will have volunteers exceeding this four-hour threshold; however, National Societies will usually scrutinize their data for volunteers that are active (properly recorded, categorized, meeting the time requirement, etc.).

In this chapter, we will aim to further analyse the volunteer data by asking the following questions:

**How did a handful of National Societies influence the volunteer data over the past eight years?**

**What did the trend look like for the majority of National Societies?**

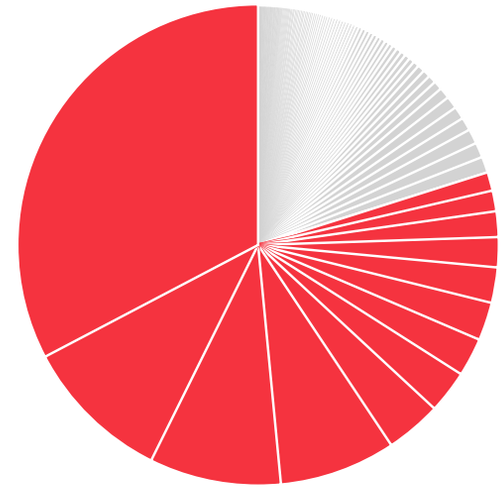
**Do National Societies with volunteer database management systems experience less year-over-year (YoY) change in volunteer numbers?**

## The figures of just a few National Societies explain much of the yearly global variation

Just a few National Societies accounted for a large share of the total number of volunteers reported. Specifically, 13 National Societies, highlighted in red on the chart below, accounted for 80% of the total number of volunteers in 2020. This is a similar situation to previous years when a few National Societies accounted for much of the total. Considerable changes in the numbers reported by these National Societies has therefore had a significant impact on overall volunteer figures.

**Figure 8:** Number of volunteers in 2020 by National Society

Each slice of the chart below represents the number of volunteers for a given National Society, with 13[3] of the 191 reporting National Societies accounting for 80% of the total number of volunteers in 2020 (10.8 million).

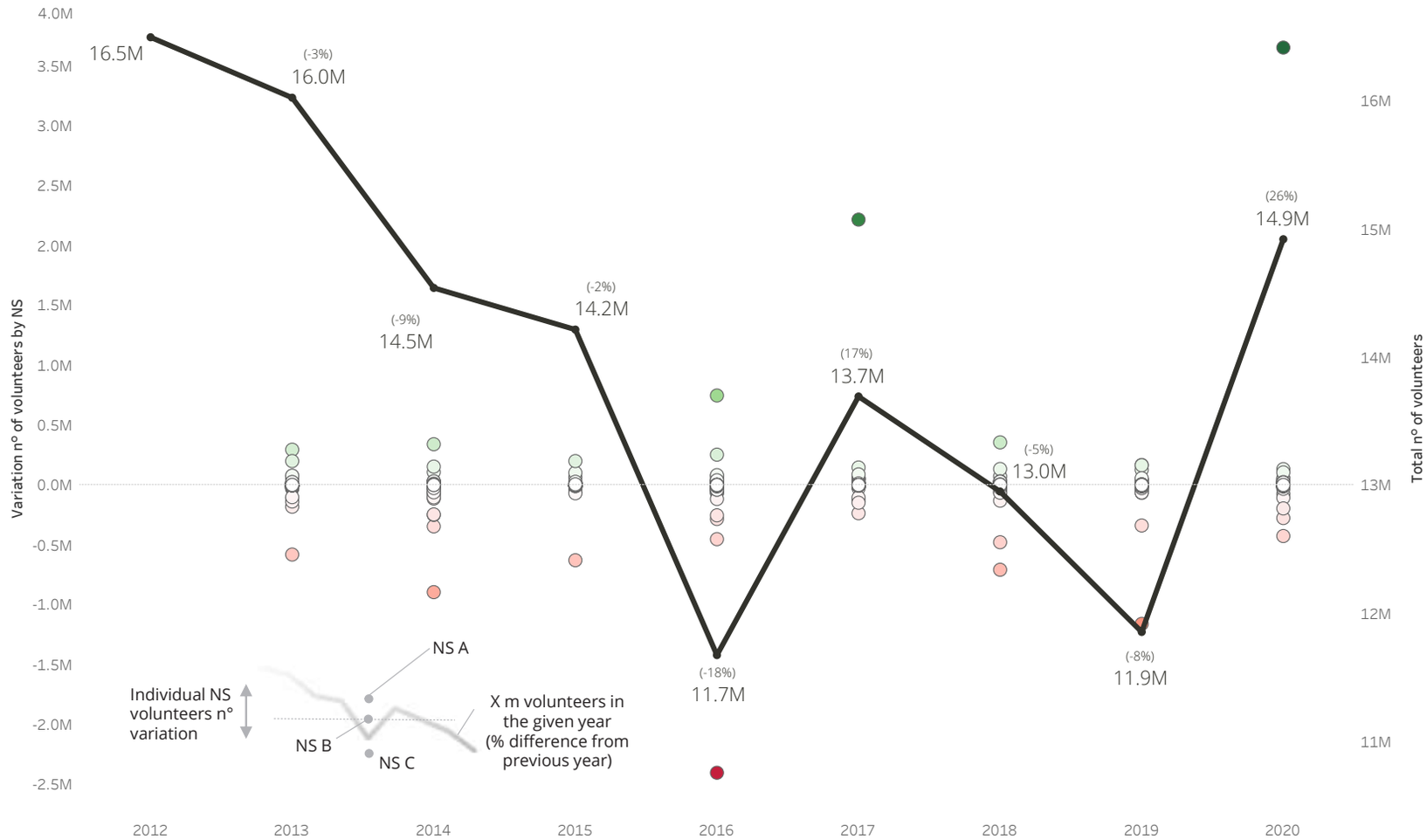


3 National Societies in China, Iran, Japan, India, Burundi, Germany, Viet Nam, Indonesia, Korea Democratic People's Republic of, United States, Spain, DRC and Ethiopia.

The variation in the total number of volunteers was driven by a few National Societies reporting significant figures. Only 17 National Societies reported either positive or negative differences of more than 100,000 volunteers from one year to another in the past eight years[4]. Therefore, the majority of National Societies did not experience sharp variations in volunteer numbers.

**Figure 9:** Number of volunteers by year

The line shows the trend for volunteer numbers over the years. The figure in brackets indicates the YoY percentage change. The left-hand vertical axis represents the variation in the number of volunteers for each National Society, represented by a circle which is green if the National Society recorded a relative increase on previous years and red otherwise; white circles represent a marginal or no change.

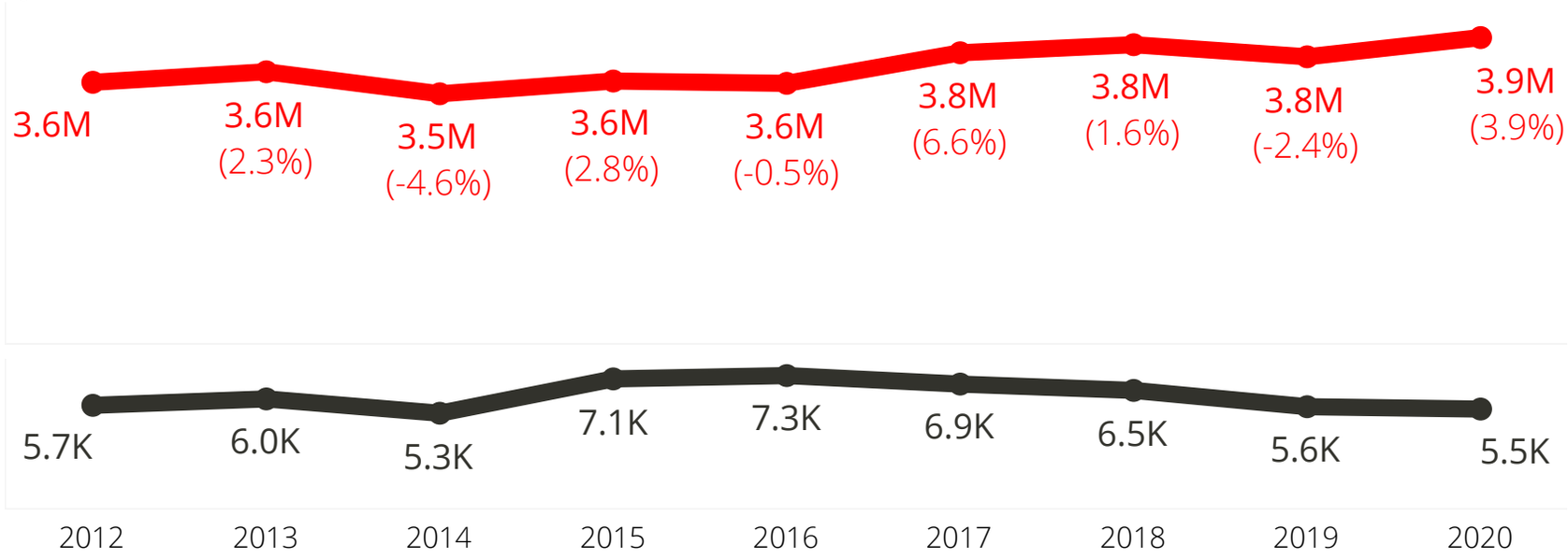



4 The 3 million increase from 2019 to 2020 can be explained by mainly one NS higher figure. The 1.1 million drop from 2018 to 2019 can be largely attributed to two National Societies, and the 2017 to 2018 drop to three. One National Society reported a 2.2 million increase from 2016 to 2017 and a decrease of 2.4 million from 2015 to 2016. The 0.3 million drop from 2014 to 2015 was mainly due to one National Society, the 1.5 million decrease from 2013 to 2014 to five and , finally, the 0.5 drop from 2012 to 2013 to one.

## Most National Societies experienced an upward trend in volunteer numbers

As mentioned earlier, 17 National Societies reported significant positive or negative differences (more than 100,000 volunteers) from one year to another. When these National Societies are omitted from the analysis, the trend and the total number of volunteers changes significantly. Surprisingly, the trend is relatively stable, with only a slight increase over the past few years.

**Figure 10:** Volunteer numbers for 175 National Societies and the median of all National Societies




## Typical National Societies could be represented by medians

The median number of volunteers depicts a typical National Society. Therefore, although some National Societies reported hundreds of thousands or even millions of volunteers, most have around 5,000. Reasons for a reduction can be multiple, and sometimes it might not be an actual decrease in volunteers but the result of National Societies having to update and improve their volunteer records and systems.

Organizational Capacity Assessment and Certification (OCAC) is an independently validated Federation-wide peer review mechanism that enables National Societies to assess their own organizational capacity, performance and relevance so as to determine opportunities for self-development. It also ensures that all National Societies commit to and comply with a comprehensive set of minimum organizational standards. One of the attributes (the 26th of 85) assesses whether National Societies have volunteer records/database (and what information is included). The score reflects the National Society's capacity in this area (0, 25, 50 or 100, where zero is the lowest score).

## National Societies with increased capacity reported more stable figures

Each circle in the boxplots on the right represents the absolute YoY change for all National Societies in a given year. For example, the top panel shows that, in 2016, the median YoY change in the number of volunteers reported by all National Societies with an OCAC score between 50 and 100 points was 20%. The chart groups the National Societies according to their score. Those with a lower score presented a higher YoY change in their volunteer numbers (median of 19%), whereas the other group presented a lower YoY change (median of 11%). This remains true even when considering National Societies located in countries in different income groups, except the high-income group.

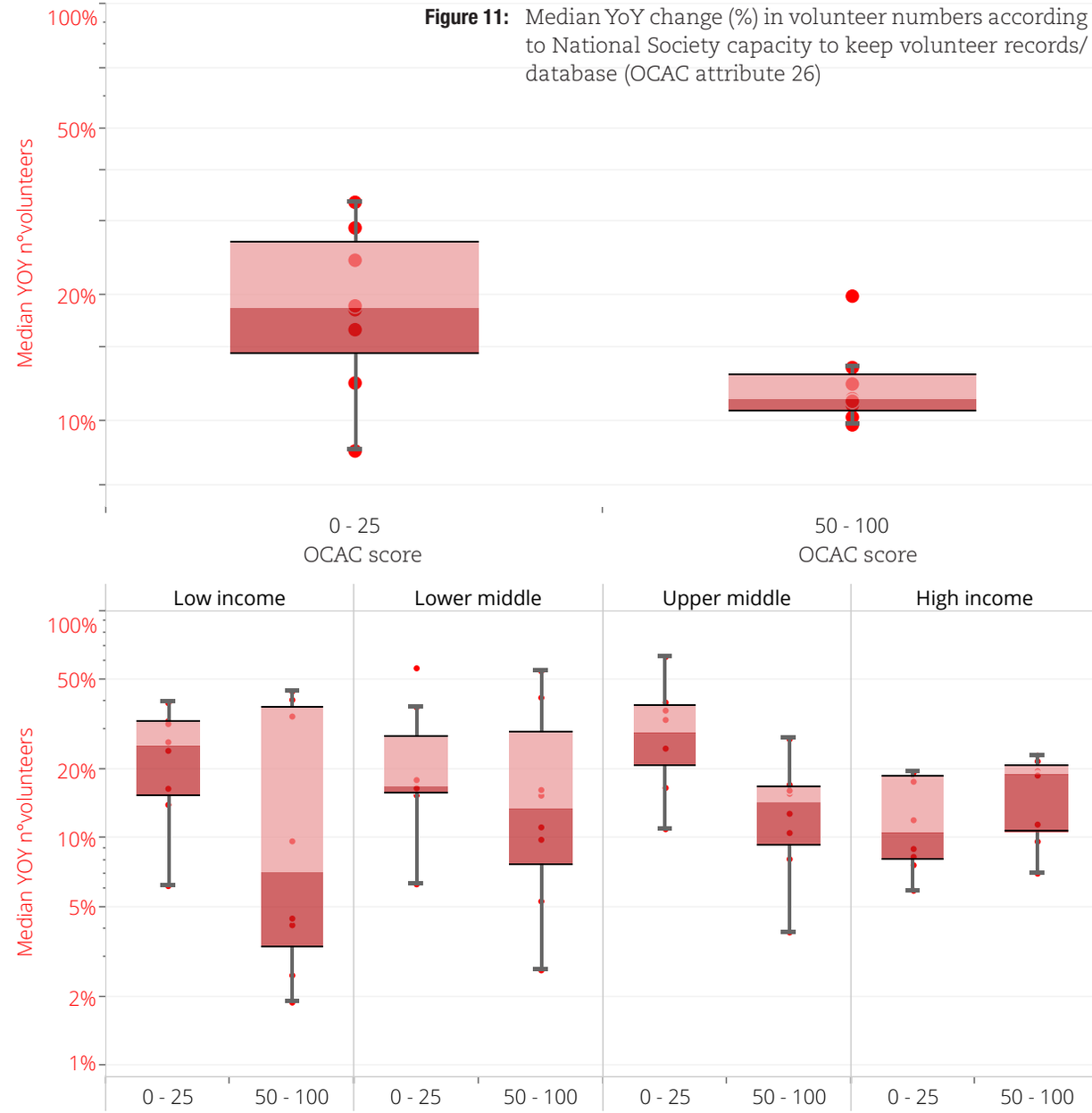



**Figure 11:** Median YoY change (%) in volunteer numbers according to National Society capacity to keep volunteer records/ database (OCAC attribute 26)

# Versatile volunteers across the globe

Figures in the FDRS are rarely constant; they are reported on a yearly basis, and for the indicator measuring people volunteering their time (four hours or more), the total figure changes from year to year depending on the context and events affecting each National Society. The FDRS team conducts a thorough validation process to ensure the data published on National Societies is as accurate as possible. High fluctuations are therefore thoroughly documented for a better understanding of the information shared by National Societies. In 2020, a few National Societies reported big reductions that were mainly due to the following factors:

- Funding was reduced for specific programmes, leading to a fall in volunteers as some programmes were put on hold or cancelled due to restrictions on movement.
- The pandemic caused some fear in its initial stages, leading to volunteer hesitancy in some programmes and the need for a duty of care towards volunteers to ensure their safety.
- In some contexts, governments had deployed experienced staff specifically trained to operate in a pandemic situation.
- Closures of schools, colleges and universities during part of the pandemic meant that routine volunteer-based activities, mentorship programmes and the formation of clubs in schools and colleges had to be put on hold.
- Some National Societies reviewed their volunteer databases, re-registering volunteers and reassessing the criteria for active and inactive volunteers.

Hellenic Red Cross teams are supporting migrants and refugees living in the Kara Tepe camp. They are providing first aid and medical assistance, taking COVID-19 tests and conducting psychosocial support activities for children.

Photo credit: *Hellenic Red Cross*

A few National Societies reported huge increases that were mainly due to the following factors:

- The pandemic caused many National Societies to upscale humanitarian support, including activities such as awareness programmes, initiatives to make face shields and masks and the distribution of food and hygiene kits.
- The engagement of Red Cross and Red Crescent students was promoted via online activities.
- Improvements were made to volunteer databases and data management systems.

However, it should also be noted that, in Asia Pacific, there are six National Societies that recorded 8 million people volunteering less than 4 hours and youth members for 2020. These 8 million people are not included in the total volunteering figure as they do not correspond to the standard definition for the indicator. The team is exploring ways to better reflect the volunteering capacities that contribute significantly to the work of National Societies. A story about such data compiled by the Indian Red Cross Society can be found in the 2018 Everyone Counts report

In recognition and promotion of the tireless work of all volunteers across the world, we celebrate International Volunteer Day each year on 5 December. As part of the celebrations, we decided to look at some of the success stories of National Societies that were able to actually increase their volunteer base in 2020 despite the numerous challenges the year presented for many. Among the numerous National Societies that increased their number of volunteers, we highlight three of the most admirable stories we could not wait to share.

**Icelandic Red Cross** recognized and responded to the enormous psychosocial impact of COVID-19 by setting up a hotline called "Phone Friends". The hotline focused on helping people who felt lonely during the pandemic by chatting with them twice a week for 30 minutes to provide the lifeline that many needed during these difficult times. Unable to visit people in institutions or private homes, volunteers acquired both basic and activity-specific training to operate the hotline. During this time, the Icelandic Red Cross succeeded in attracting 87% more volunteers than it did the year before, enabling it to act as a "Phone Friend" to vulnerable people in desperate need of someone to talk to.

**Netherlands Red Cross** was able to attract more than 48,000 additional volunteers through its volunteering programme "Ready2Help", which provided people across all age ranges who were not active volunteers before the COVID-19 pandemic with an accessible way to volunteer. In fact, the programme itself can be considered a solution to some of the psychosocial impacts caused by the crisis as it brought together volunteers who would have otherwise not met during these difficult times. It encouraged people to become long-term volunteers and also allowed people without extensive training to volunteer, for instance, by providing assistance in the domestic vaccination programme.

**Kenya Red Cross Society** saw its number of volunteers pass the 161,000 mark in 2020, a significant increase from the approximately 104,000 volunteers it had the year before. Many of these volunteers are professionals in various fields, such as job counsellors or first aiders, left without a job due to the impact of the crisis on the socio-economic situation in the country. The National Society offered these people the opportunity to keep practising their profession as a volunteer, using their expertise and experience to reach people through various types of humanitarian aid. By providing training and tools, these volunteers could further their knowledge in various areas while providing invaluable services.

Continued flooding in Nyando, Kisumu, Kenya: Flooded school under water since September 2019: Response and support to the community made difficult because of COVID19:

Photo credit: *September 2020 IFRC, KRCS, DRC*

# Paid staff

Another important component in a National Society is its paid staff. The FDRS defines this indicator as people who work with a National Society for a minimum of three months during the reporting year and are remunerated. Staff numbers are lower than volunteer numbers, and this figure also fluctuates for similar reasons (funding, increase or decrease in programmes/activities, etc.). However, unlike the total number of volunteers, the total staff figure showed an upward trend, and the median was stable, showing just a slight increase in recent times.

In figure 12, the left-hand axis represents the total number of paid staff, and the right-hand axis the variation. The circles represent the National Societies, with the green ones indicating a positive change from one year to another, and the red ones a negative change.

Following a similar pattern to volunteer data, 15 National Societies accounted for 80% of the total number of paid staff. Consequently, small variations in the figures of these National Societies could drastically affect the total number of paid staff. Figure 13 excludes these 15 National Societies, showing a smoother but still upward trend.

Finally, in figure 14, the median better represents typical National Societies which have a much lower number of paid staff but have shown an upward trend in the past years.

**Figure 12:** Number of paid staff - yearly trend and percent change

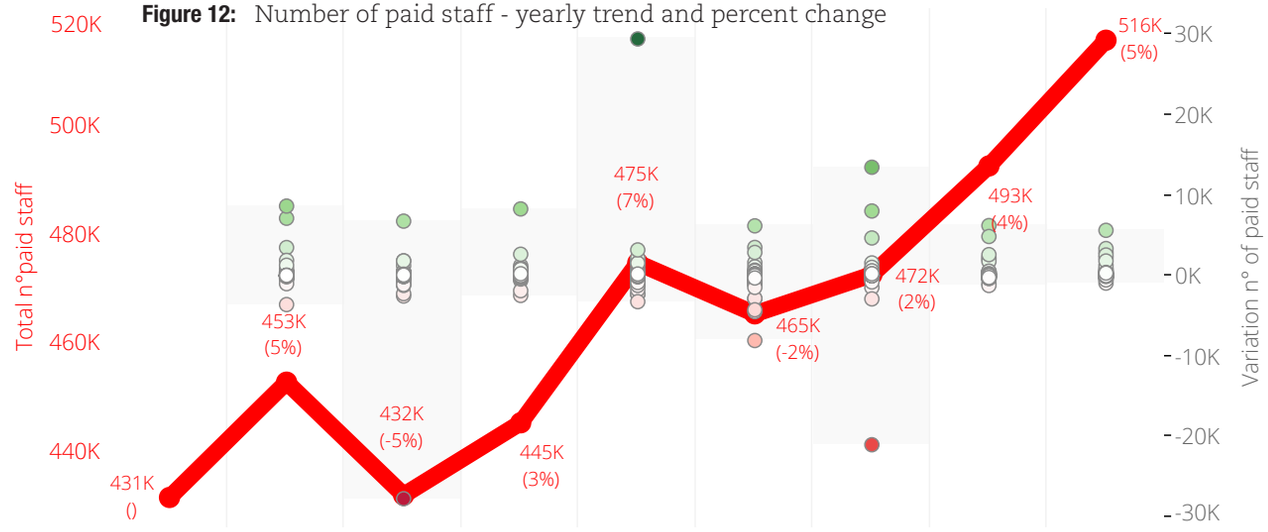
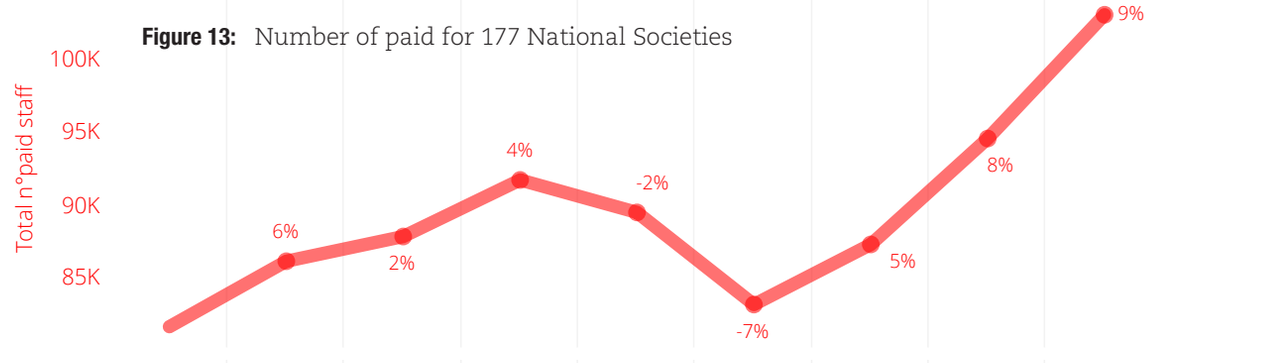



**Figure 13:** Number of paid for 177 National Societies



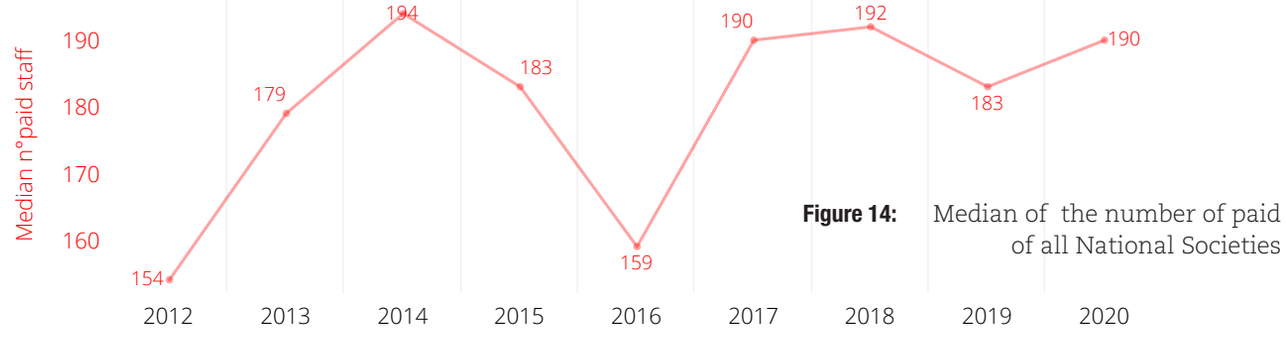




**Figure 14:** Median of the number of paid of all National Societies

# Age profile

Since 2017, the FDRS team have been collecting data disaggregated by age with the categories aligned with the Sphere Project guidelines for age disaggregation. Age categories for staff and volunteers are the same although they start from six years old for volunteers and from 18 years old for paid staff.

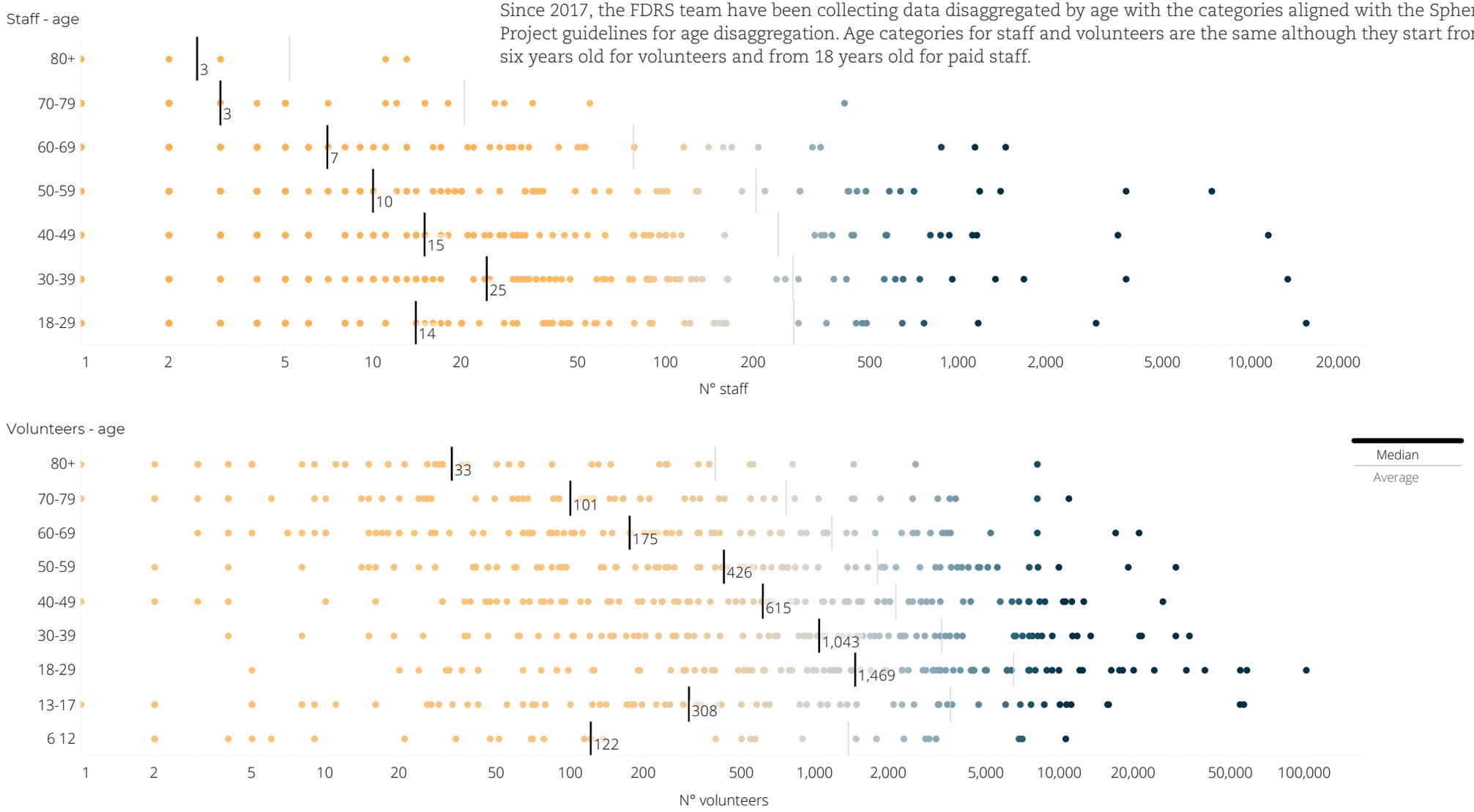



**Figure 15:** Age profile of volunteers and paid staff

The charts show the median and average numbers (thick and thin marks respectively) for paid staff and volunteers by age category. Each circle represents a National Society. The age profiles of IFRC staff and volunteers are slightly different, with volunteers proportionally younger than staff.

A typical National Society has more of its staff in the 30 to 39 age category, the median being 25. The median gradually decreases above this age category.

On the other hand, National Societies have more volunteers in the 18 to 29 age category than in the 30 to 39 category, the median being 1,469.

There is a leap for age categories below this although the rest of the volunteer age pyramid is similar, with a gradual decrease in the median number of volunteers above this age category.

# Gender

In recent years, the IFRC network has been actively pushing for gender and diversity inclusion in the different areas of human resources.

Gender and diversity inclusion is essential, and the IFRC network intends to pursue equality of power, opportunities and access to resources and services for different groups of people. There are policies in place that help to achieve these goals. Read more about gender and diversity policy at the IFRC Gender and Diversity policy.

The graph on the right shows the percentages of National Societies in which both the president and secretary general are women, one of them is a woman and none of them is a woman. It shows that, in the past four years, the share of National Societies in which both positions were held by men followed an upward trend, rising from 56% in 2017 to 59% in 2020. The proportion of National Societies in which women held both positions also continued its upward trajectory, with a rise from 6% in 2017 to 10% in 2020, while there was a decline in the share of National Societies in which one of the two positions was held by a woman.

These percentages are expected to remain stable as turnover is relatively low in these positions.

**Figure 16:** Percentage of female and male holding President and Secretary General position in National Societies

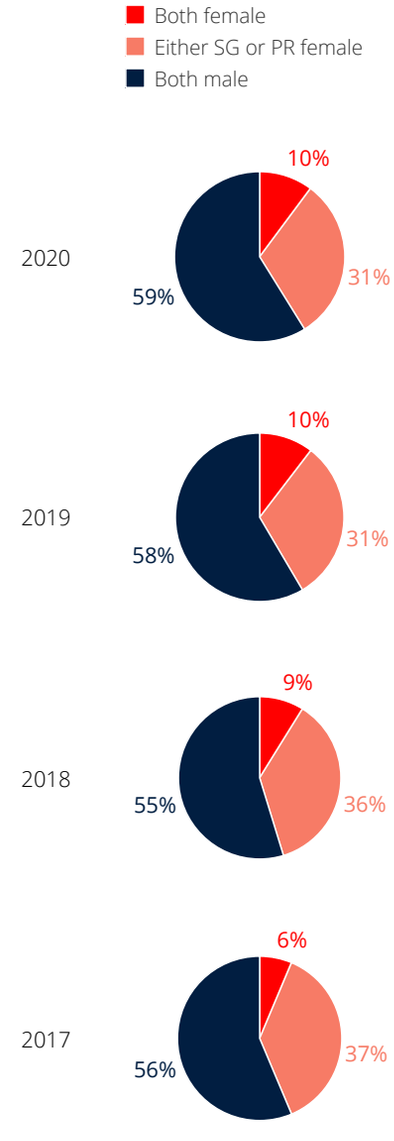
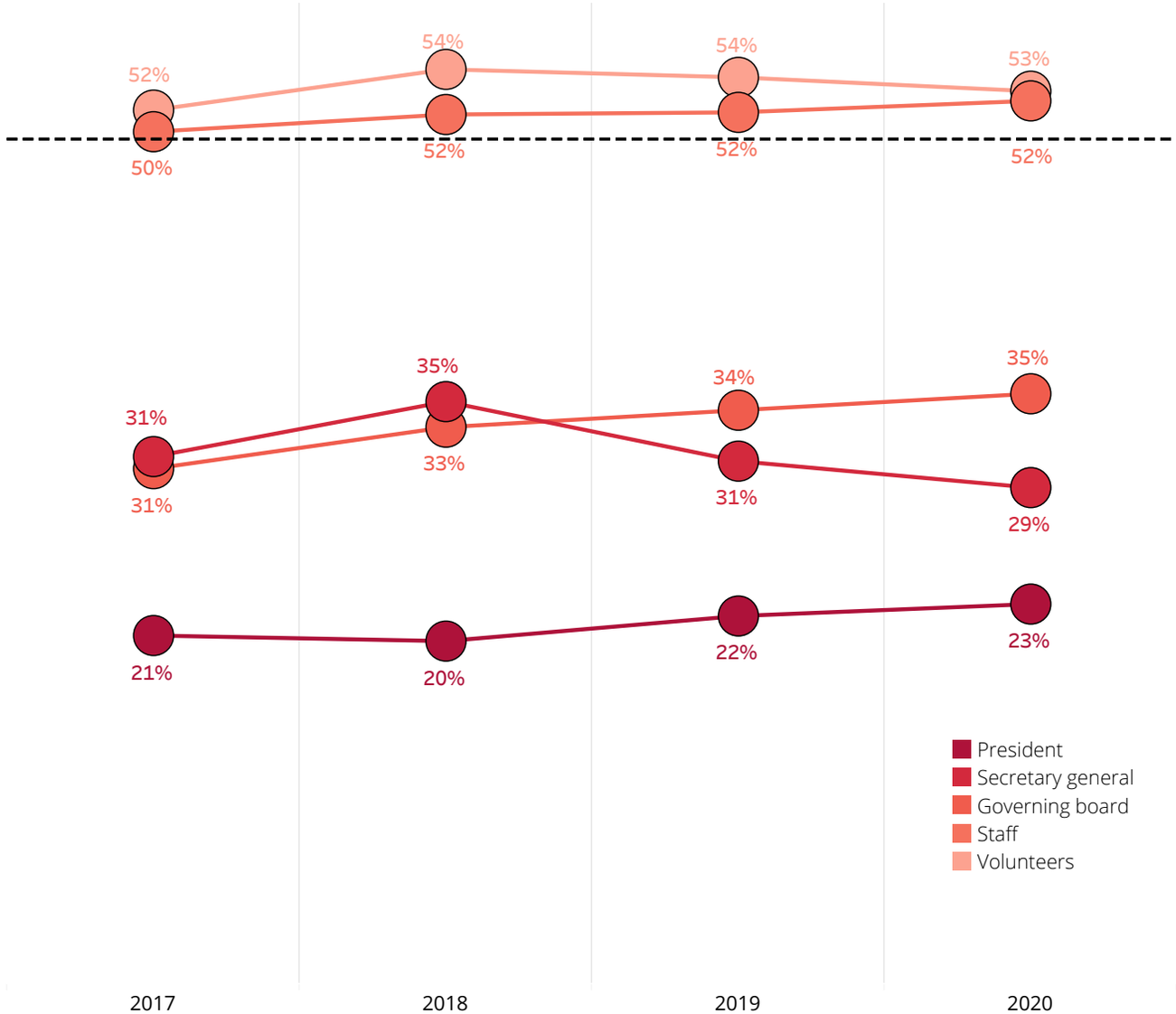


**Figure 17:** Gender distribution in National Society roles – yearly averages




The graph on the left shows the share of women in National Societies in the positions of president, secretary general, governing board member, volunteer and paid staff member. The figures for 2020 show that the share of women is highest in the position of volunteer (53%), followed by paid staff (52%), governing board member (35%), secretary general (29%) and president (23%). The chart also reveals the following:

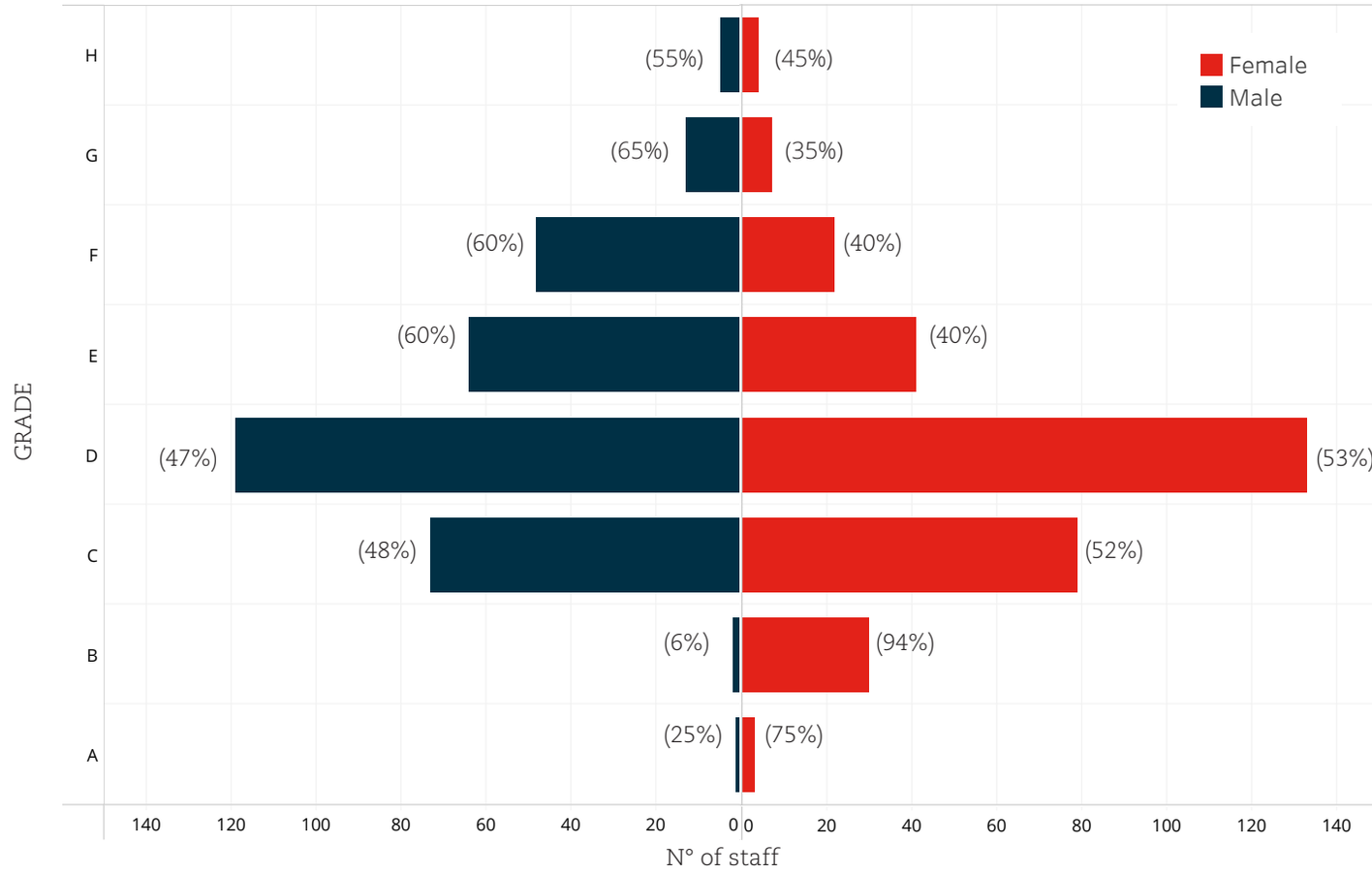
- The share of women volunteers remained stable overall, with just a slight drop in 2020 (1%).
- The share of women staff members was constant for the past few years, showing little change.
- The share of women governing board members and presidents increased steadily over the past few years (by 1% to 2% a year).
- The share of women secretaries general decreased over the past few years (by 4% in 2019 and 2% in 2020).

# Secretariat – some noticeable improvements at management level

The IFRC Secretariat has global offices in Geneva, New York, Brussels and Dubai, regional offices in Nairobi, Panama, Kuala Lumpur, Budapest and Beirut and country offices all over the world, with a total of 2,492 employees in 2021 (October), of whom 645 are on IFRC contracts (international staff) and 1,305 are national staff.

Figure 18 shows the pyramid for these 645 staff members according to sex and job level, where H is the highest grade and A the lowest. Although the pyramid indicates proportionally more male employees in higher grades than lower ones, the situation improved in 2021 in relation to 2017. The figures published in the Everyone Counts report March 2019 issue show that the relative percentages of women in higher positions increased significantly for grades G, F and E (from 20% to 35%, 26% to 40% and 32% to 40% respectively) in this period.

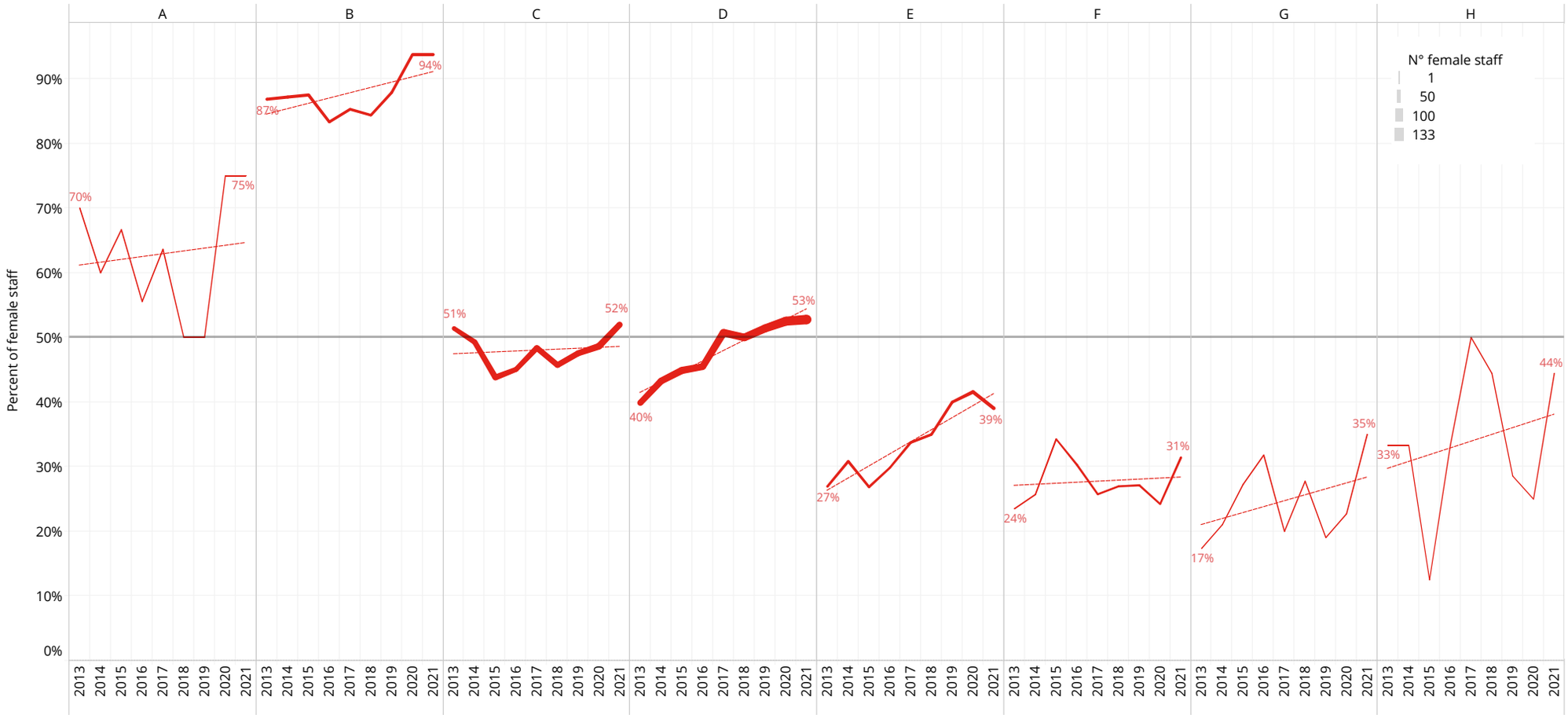
**Figure 18:** Numbers and percentages of women employees by job grade at the IFRC Secretariat (global and regional offices) and on IFRC contracts, 2021

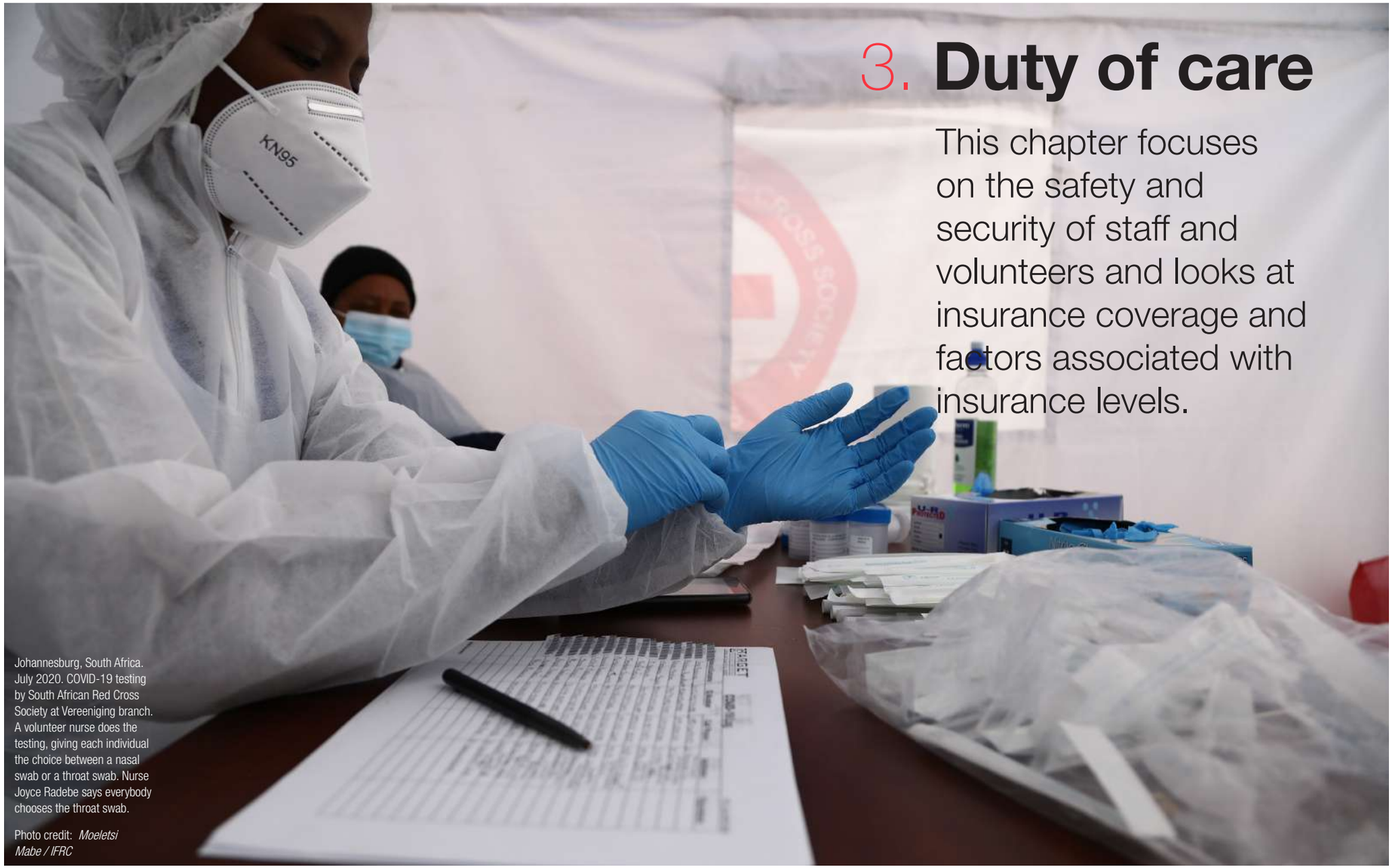


# Gradual improvement in female representation in higher job grades

Figure 19 focuses on the red bars of the pyramid, analysing how the percentages of female employees by grade have evolved since 2013. In all job grades, the share of female staff increased between 2013 and 2021. Although this is a positive development in higher grades, the same cannot be said in the case in lower grades (i.e. grades A and B) in which the share of women remains elevated and far from the 50% target.

**Figure 19:** Average percentage of women by job grade at the Secretariat (global and regional offices), 2013–2021






# 3. Duty of care

This chapter focuses on the safety and security of staff and volunteers and looks at insurance coverage and factors associated with insurance levels.

Johannesburg, South Africa. July 2020. COVID-19 testing by South African Red Cross Society at Vereeniging branch. A volunteer nurse does the testing, giving each individual the choice between a nasal swab or a throat swab. Nurse Joyce Radebe says everybody chooses the throat swab.

Photo credit: *Moeletsi Mabe / IFRC*

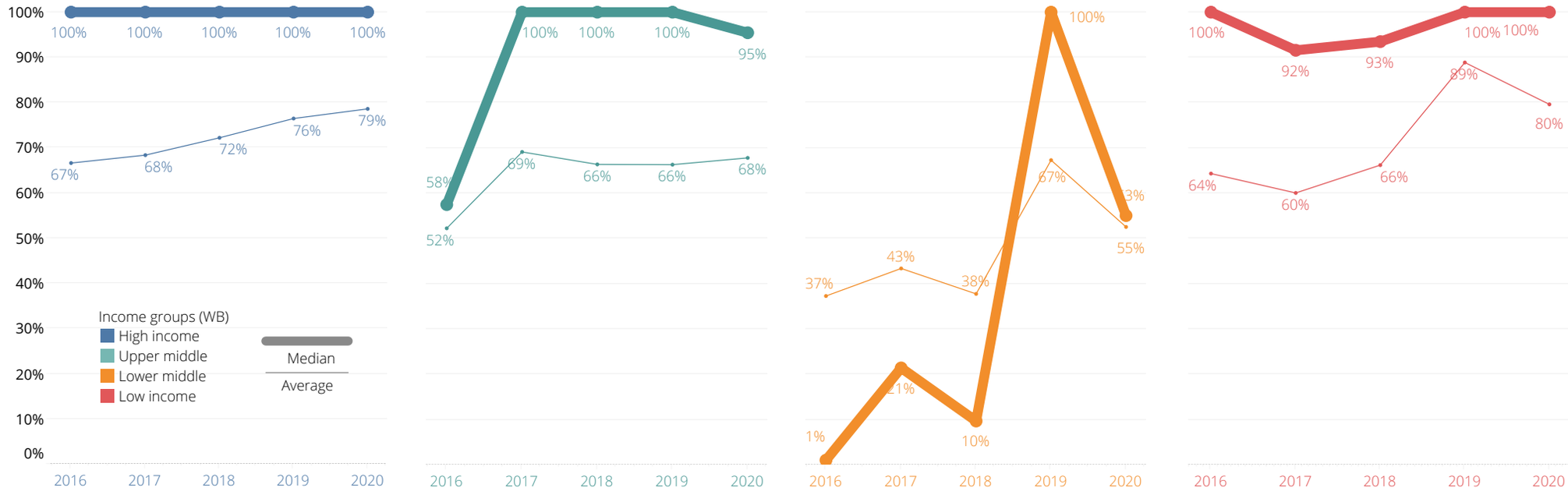
# Insurance levels - paid staff

Covering staff under an accident insurance scheme is one of the ways in which a National Society demonstrates that it prioritizes safety and wellbeing throughout the organization. Using the available data, we decided to test our assumptions regarding employee insurance across the different countries our National Societies work in, taking into account their income classification. Figure 20 shows the results of this analysis, indicating both the average and median proportion of employees insured over the past five years.

Insurance coverage for paid staff differs from one country income group to another. The line charts present the average (thin line) and the median (thick line) between 2016 and 2020. While the median better represents the typical National Societies in each income group, the average indicates the distribution.

Although the proportions of insured staff have fluctuated over the past years, we are proud to see that the overall insurance coverage rate has increased significantly since 2016, regardless of the country income group a National Society is in. The data shows that those in high- and upper-middle-income countries have been able to steadily increase their average coverage rate every year, and National Societies in low-income countries have achieved a significant increase in the past two years.

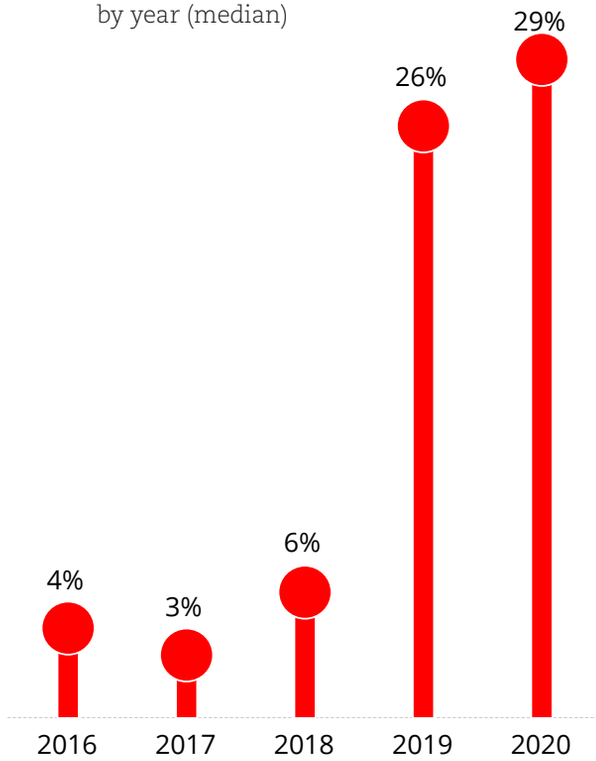
**Figure 20:** Percentage of staff insured from 2016 to 2020



# Insurance levels - volunteers

Realizing the importance of accident insurance, many National Societies have also focused efforts on increasing the number of volunteers covered, with a view to ensuring that their duty of care is fulfilled throughout the organization. Figure 21 shows that the median share of volunteers insured increased from 4% in 2016 to 29% in 2020. When it comes to averages across our network of National Societies, these percentages are even higher, with an increase from 34% in 2016 to 47% in 2020.

**Figure 21:** Percentage of volunteers insured by year (median)




**COVID-19 health guidance**

Our duty of care towards volunteers has gained increased importance during the global COVID-19 pandemic, which has had a major impact on those working in health care and others on the frontline of this crisis, including many of our volunteers. National Societies were faced with unprecedented challenges to fulfil their responsibility to reduce the risks volunteers face and identify solutions to support those who fall ill. The IFRC Secretariat, in collaboration with National Societies, produced a guidance document in May 2020, intended to serve as a starting point for National Societies in that situation, facilitating their consideration of options and informing them about available avenues of international support: "*Options for ensuring coverage for uninsured Red Cross and Red Crescent volunteers impacted by COVID-19*".

As the domestic challenges presented by the pandemic are unique to each country and therefore to each National Society, the guidance offers several mechanisms to enable us to fulfil our duty of care towards volunteers: acquiring public coverage, obtaining private insurance, establishing a solidarity mechanism, resourcing solidarity agreements and activating the French Fund Maurice de Madre. Through this guidance and in addition to existing mechanisms, the IFRC has supported 27 National Societies to enable them to better fulfil this duty of care.

To enhance our support for the valuable efforts of our National Societies in this area, the IFRC is currently working on a new policy on volunteer safety, security and wellbeing, which will be presented at the next General Assembly, where participants will decide on its endorsement.

# Varying coverage levels in National Societies according to country income group

Figure 22 provides further insights on insurance coverage for National Society volunteers according to country income group (income group classification as defined by the World Bank). Each circle represents a National Society. Those in low-income countries have a lower median number of volunteers insured, and the higher the country income classification, the higher the median. The dark lines show how the insurance coverage median has evolved in the past five years, with an upward trend overall that is even more significant in lower income groups. This reflects the valuable efforts of various National Societies to provide insurance for their volunteers and the IFRC's efforts to support them. However, there is still a considerable way to go to reach full coverage for all Red Cross and Red Crescent volunteers. On average, over the past five years, 17% of volunteers in low-income countries received accident insurance, while 64% of volunteers in high-income countries were covered (figure 23). Averages are more susceptible to extreme values, which are common in this type of data, with a substantial number of National Societies reporting either 0% or 100% coverage (this is also why medians have provided more interesting insights). The recent positive trend provides some hope that this gap will narrow in coming years. This is an issue central to all the services we provide throughout the world, and we will carry on monitoring and reporting on it in our future analysis the reasons why they differ from the medians presented before.

**Figure 22:** Percentage of volunteers insured by National Societies by country income group in the past five years

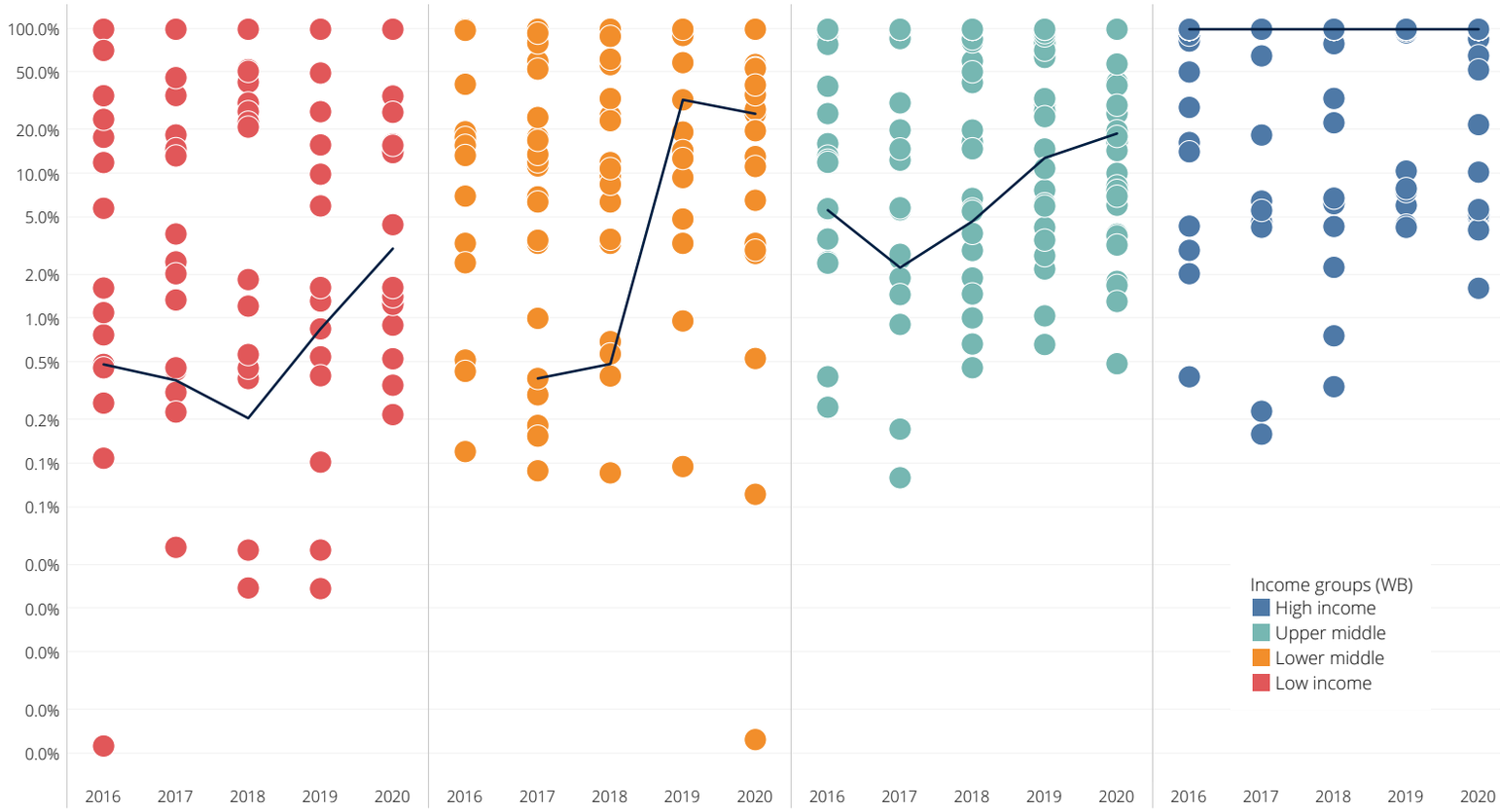
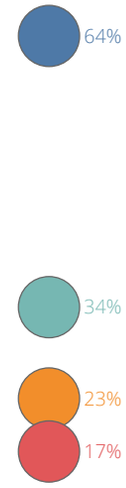



**Figure 23** Average in the past 5 years



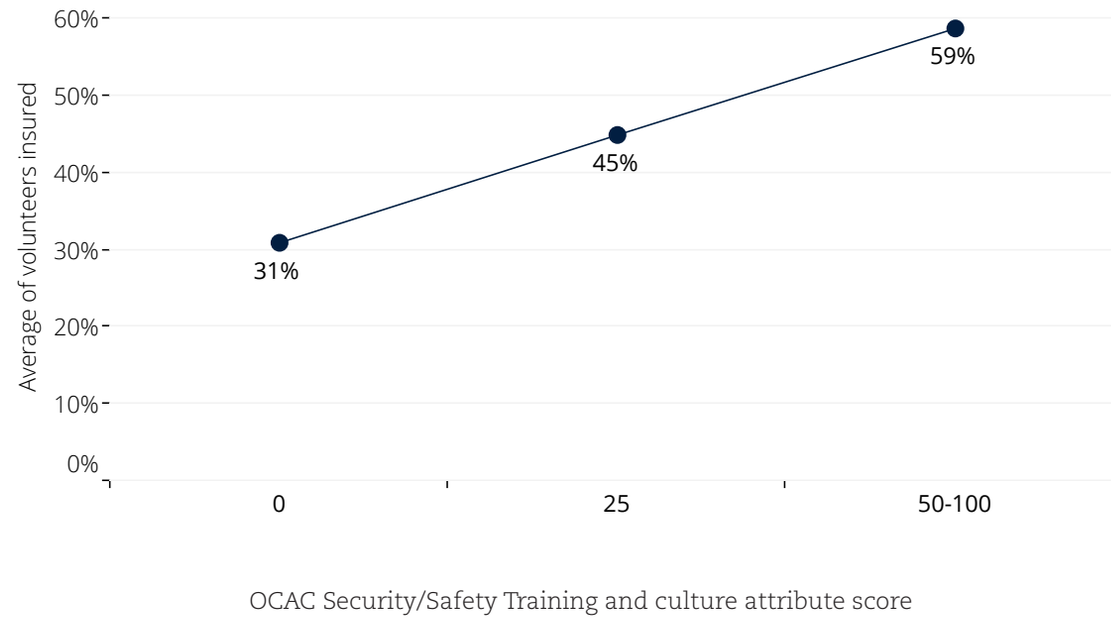
Road Safety workshop organized by Moroccan Red Crescent volunteers.

Photo credit: *IFRC*

# Security and safety management and insurance

Aware that our duty of care goes beyond providing accident insurance to volunteers and staff, we will address the overall topic of security and insurance by incorporating OCAC attributes into our analysis. Two specific OCAC attributes relate to the FDRS's accident insurance coverage key performance indicator: Security/safety management (attribute 27) and Security/safety training and culture (attribute 28). Both attributes serve to assess the level of a National Society's security training and should, in theory, correlate with the level of volunteer insurance coverage. The chart below indicates that National Societies with higher scores tend to have higher median levels of insurance coverage.

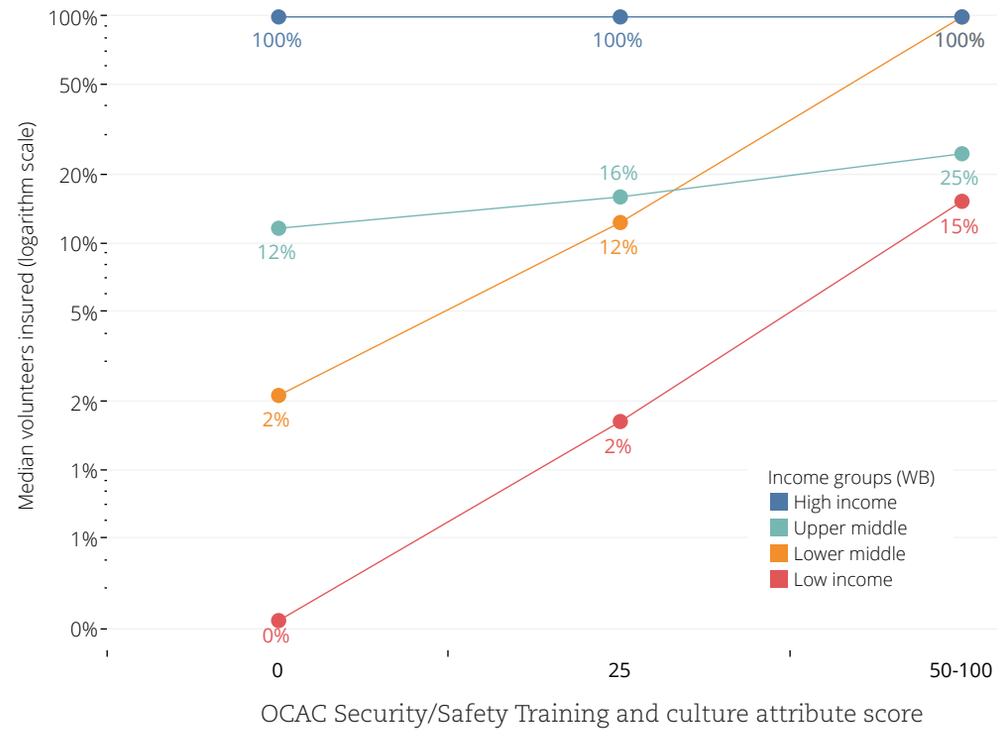
**Figure 24:** Average number of volunteers insured by National Societies according to their OCAC score for Security/safety training and culture



# National Societies with greater security and safety capacities tend to have higher levels of volunteer insurance, regardless of country income group

Figure 25 presents the median number of volunteers insured by National Societies according to their OCAC Security/safety training and culture score and the income group of the country they are located in. National Societies in high-income countries provide full accident insurance coverage for their volunteers, regardless of their score for these attributes. However, this is not the case for the National Societies of countries in other income groups. Those with higher scores tend to have higher median levels of insurance coverage. While these results are interesting, it is worth noting that OCAC scores are not measured yearly or for all National Societies. Please refer to the data limitations section on *appendix 2*.

**Figure 25:** Median number of volunteers insured by National Societies according to their OCAC score for Security/safety training and culture and country income group



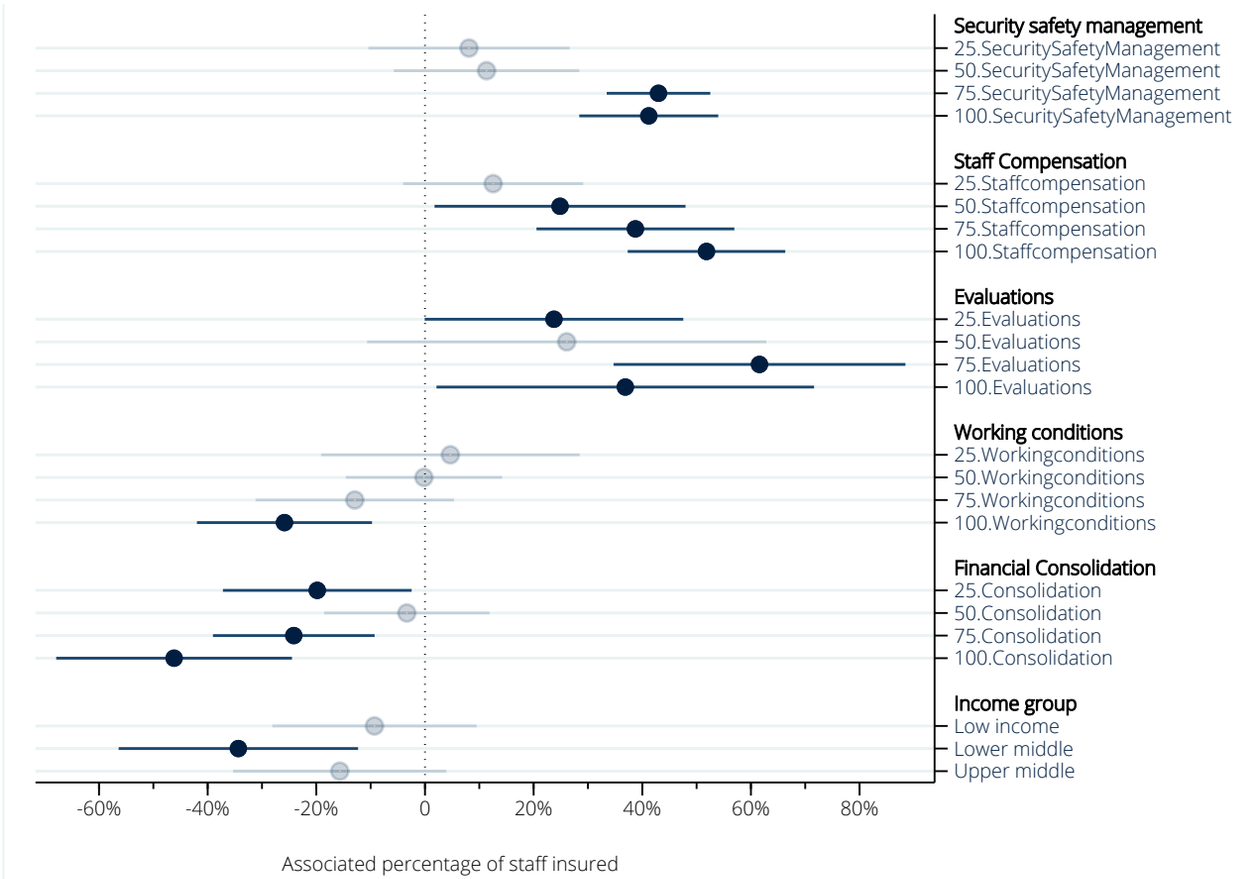

**New COVID-19 safety protocols – the American Red Cross**

In 2020, the world confronted a new threat with unprecedented challenges – the COVID-19 pandemic. From the beginning, the American Red Cross focused on the safety and wellbeing of its employees, volunteers, blood donors and recipients, partners and clients. To help prevent the spread of COVID-19, it implemented new safety protocols across all operations including face mask requirements, facility temperature screenings, social distancing measures and enhanced cleaning practices. To ensure coordinated efforts and consistent public safety messaging, the National Society worked closely with the US Department of Health and Human Services, the Centers for Disease Control and Prevention, and the Food and Drug Administration as well as state and local agencies. Amid crisis, the American Red Cross adapted its mission delivery to meet the needs of communities while enhancing its safety protocols. (Source: *American Red Cross Annual Report*).

# Factors contributing to higher levels of coverage: modelling paid staff insurance levels

The graphs above suggested a positive correlation between volunteer insurance levels and the OCAC Security/safety training and culture score attributed to the National Society. However, this is just one facet of National Society capacity. To assess the determinants of a National Society's level of insurance coverage, a closer look at OCAC scores associated with paid staff insurance coverage levels is needed. The following graph presents the results of a model (see *Appendix 3* for its specification) which is an initial step towards better explaining the variable in question. The model seeks to explain paid staff insurance coverage levels according to OCAC attributes other than the Security/safety training and culture attribute examined above as well as other variables such as National Society income (CHF), country income group, whether the National Society is operating in a disaster context (determined by the existence of a Disaster Response Emergency Fund (DREF) allocation or an emergency appeal) and the number of paid staff members. With a view to avoiding overfitting (adding noise to the predictions), out of the 85 OCAC attributes, only those expected to have a bearing on the insurance coverage rate and each other were included. The most relevant were found to be: attributes 28 (Security/safety training and culture), 23 (Staff compensation), 16 (Working conditions), 36 (Financial consolidation) and 81 (Evaluations) which reflects a National Society's planning, monitoring, evaluation and reporting (PMER) capacity. Other OCAC attributes were tested, but those listed above proved to be a better fit. Estimates for those found to be statistically significant are shown in figure 26 as black and grey circles. Here, the percentage of staff insured is shown at the bottom and the scores for the OCAC attributes are on the right. Zero scores and the high-income group are not included as they are used as a reference for comparison.

**Figure 26:** Paid staff insurance coverage - drivers




Circles to the right of the vertical dotted line at zero indicate that the attributes exercise a positive effect on the level of coverage, while those to the left mean the opposite. For example, a National Society with a score of 100 for the attribute "Evaluations" has about 40% more coverage than a National Society with a score of zero, if all else remains constant. This interpretation can be generalized for the other variables. However, when interpreting the effect of income group classification on the level of coverage, the reference is no longer a National Society scoring 100 for the attribute, as before, but a National Society in a high-income country. Circles coloured in light grey had estimates with lower statistical significance (p-value > 5%). The horizontal lines running through the circles represent the estimated confidence intervals, which can be interpreted as a measure of precision of prediction, with short lines representing more precise effects. For more details about the results, see *Appendix 3*.

# 4. Resources

## How did National Societies finance their lifesaving activities, and are there solidarity mechanisms within the IFRC network?

Siyad Mahmmoud was able to produce consecutive harvests in 2016 and 2017 thanks to SRCS cash for ploughing programme and a small loan which he took out to expand his farm. The Sogrham produced feeds both his family as well as his livestock. Siyad also recieved farming tools. Looking to the future Siyad wants to borrow more money so he can plant tomatoes, onions other vegetables as well as grains.

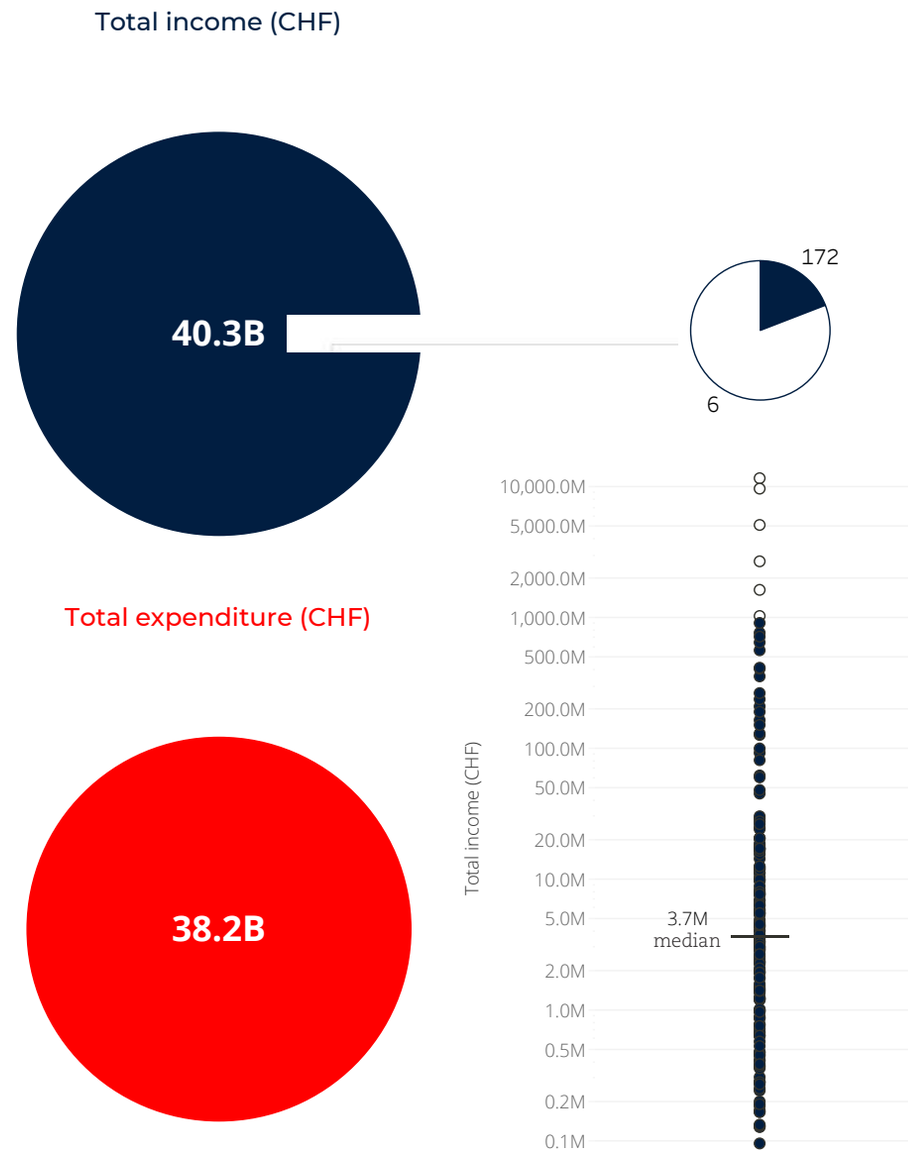
Photo credit: *IFRC Australian Red Cross*

# National Society finances

A consolidated income of **40.3** billion Swiss francs enables our 192 National Societies to be the dynamic global network it is today, serving communities all over the world. While this averages a total of over 175.5 million Swiss francs per National Society, the total amount is driven by just a few National Societies: **six** National Societies make up 80% of total income, a figure that has remained relatively constant over the past years. Figure 27 highlights these six National Societies, which are known as outliers because they deviate significantly from the average in terms of income.

By looking at the distribution of total income of individual National Societies and the median income of all National Societies, we get a better picture of a typical National Society. As shown in figure 27, the **median income is 3.7 million** Swiss francs, which is considerably lower than the average of 175.5 million Swiss francs. Most National Societies have an income of between 100,000 and 100 million Swiss francs.

**Figure 27:** Total National Society expenditure and income, 2020

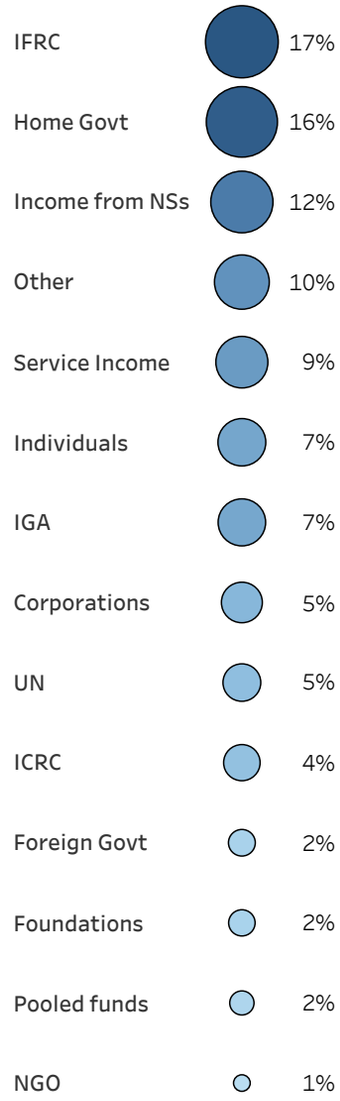


# Sources of income

Figure 28 shows the sources of income for all National Societies. It is the combined efforts of all these organizations that allowed us to reach the most vulnerable individuals and communities in every corner of the world.

Figure 28 presents the average share of each source in total National Society income[5]. For example, the IFRC represented, on average, 17% of total National Society income in 2020. Home government also provided an important share of their total income, together with income from partner National Societies.

**Figure 28:** Sources of National Society income in 2020: average share in total reported income




5 IGA: income generating activities. UN: UN Agencies and other multilateral agencies

**Case study: Saint Kitts and Nevis**

One of the ways many National Societies generate income is by providing first-aid training. The Saint Kitts and Nevis Red Cross Society has professionalized its approach for the delivery of this service by implementing a centralized system, enabling it to generate over XCD 33,000 (CHF 11,416) in 2020 and ensure a constant stream of income to provide a variety of other humanitarian services in the country. As the National Society observes: "This demonstrates that with a managed system, significant revenues can be generated for the National Society through the provision of this training."

While the system is being further developed to incorporate improvements, it is clear that these efforts by the Saint Kitts and Nevis Red Cross are crucial. First-aid training prepares people to respond correctly when medical assistance is needed. This not only saves many lives, but also decreases recovery time and can make the difference between the patient having a temporary or long-term disability.

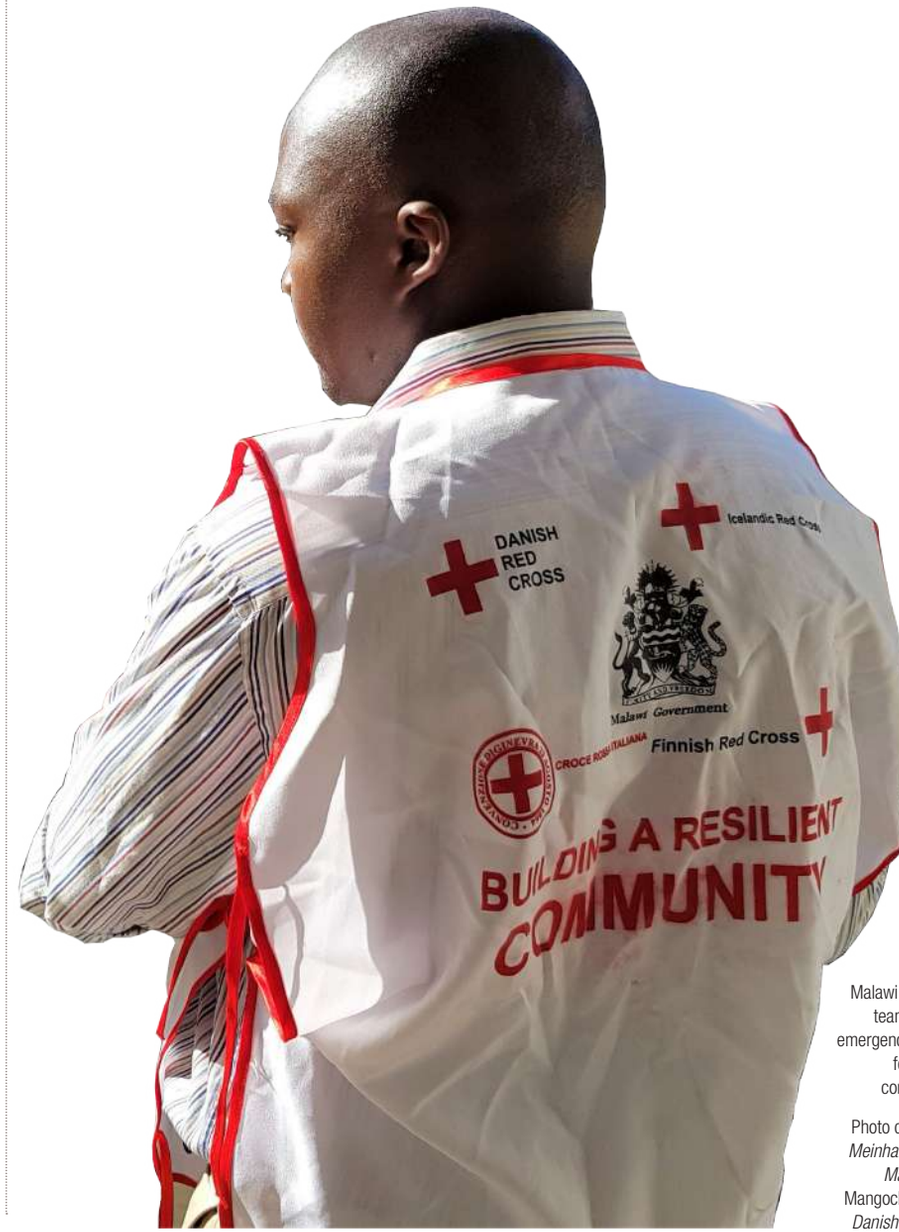
Photo credit: *Selly Melinda/ The Indonesian Red Cross*

# Distribution of sources of National Society income by country income group

Sources of income can be further analysed according to the income classification of the country of the National Society.

Figure 29 shows the average share of each income source in the past five years[6]. National Societies from high-income countries are more likely to have their home government as the main source of income (representing approximately 30% of total income for this group in 2020), while those in other income groups receive significantly less funding support from their home government. Specifically, National Societies in low-income countries received only 2% of their income from their home government in 2020. Meanwhile, it is satisfying to see that National Societies in countries outside the high-income group receive a substantial amount of income from other sources, mainly from other National Societies, the IFRC and the ICRC.

Together, these three sources make up 65% of the income of low-income countries and 52% of the income of lower-middle-income countries. This highlights the essence of the IFRC network and its solidarity in financing humanitarian activities across the world. The network enables National Societies to provide essential humanitarian services in areas where they would otherwise lack the necessary financial funding to do so.

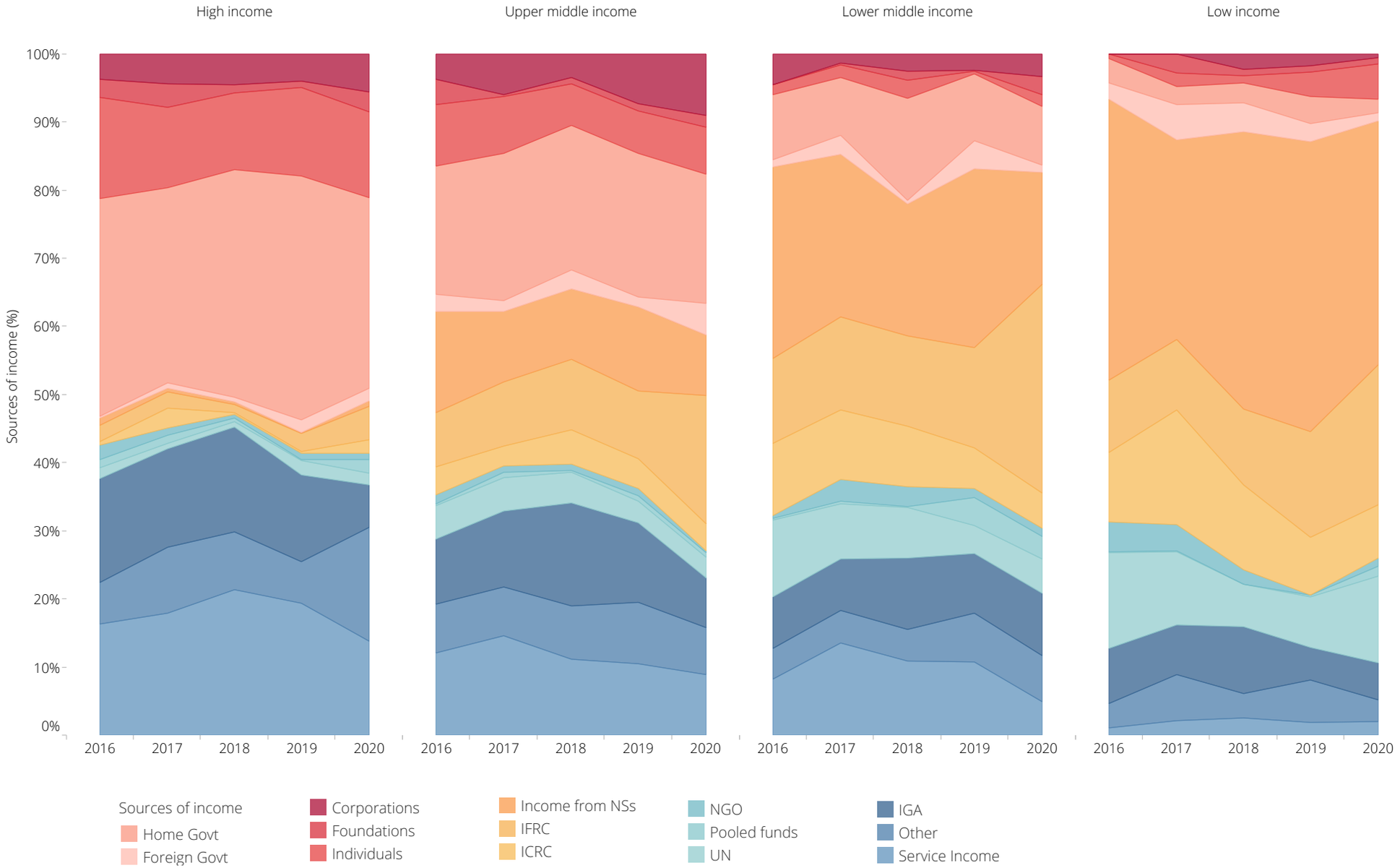



Malawi Red Cross teams prepare emergency supplies for flood-hit communities.

Photo credit: *Eskil Meinhardt Hansen March* 2019, Mangochi, Malawi/ *Danish Red Cross*

6 Unlike figure 28, the shares in figure 29 add up to 100%. For this type of chart, the shares are calculated by dividing a given source by the sum of the income sources.

**Figure 29:** Sources of National Society income in the past five years by country income group



# Sources of income during crisis

What is the main source of income for National Societies out of the 14 categories? The radial histograms in figure 30 show the distribution of National Societies (percentage) according to which of the 14 categories they reported as being their main source of income in times of extreme, moderate and no crisis. This method of income source analysis has the advantage of attenuating the effect of possible outliers[7]. National Societies located in high-income countries operated mostly in a crisis-free context in the past five years, with just nine requiring a DREF allocation and six an emergency appeal. Therefore, these charts are sensitive in view of the low number of cases, and National Societies from high-income countries were not included in this analysis. However, home government was reported as the main income source for most of them, regardless of whether or not there was a crisis situation.

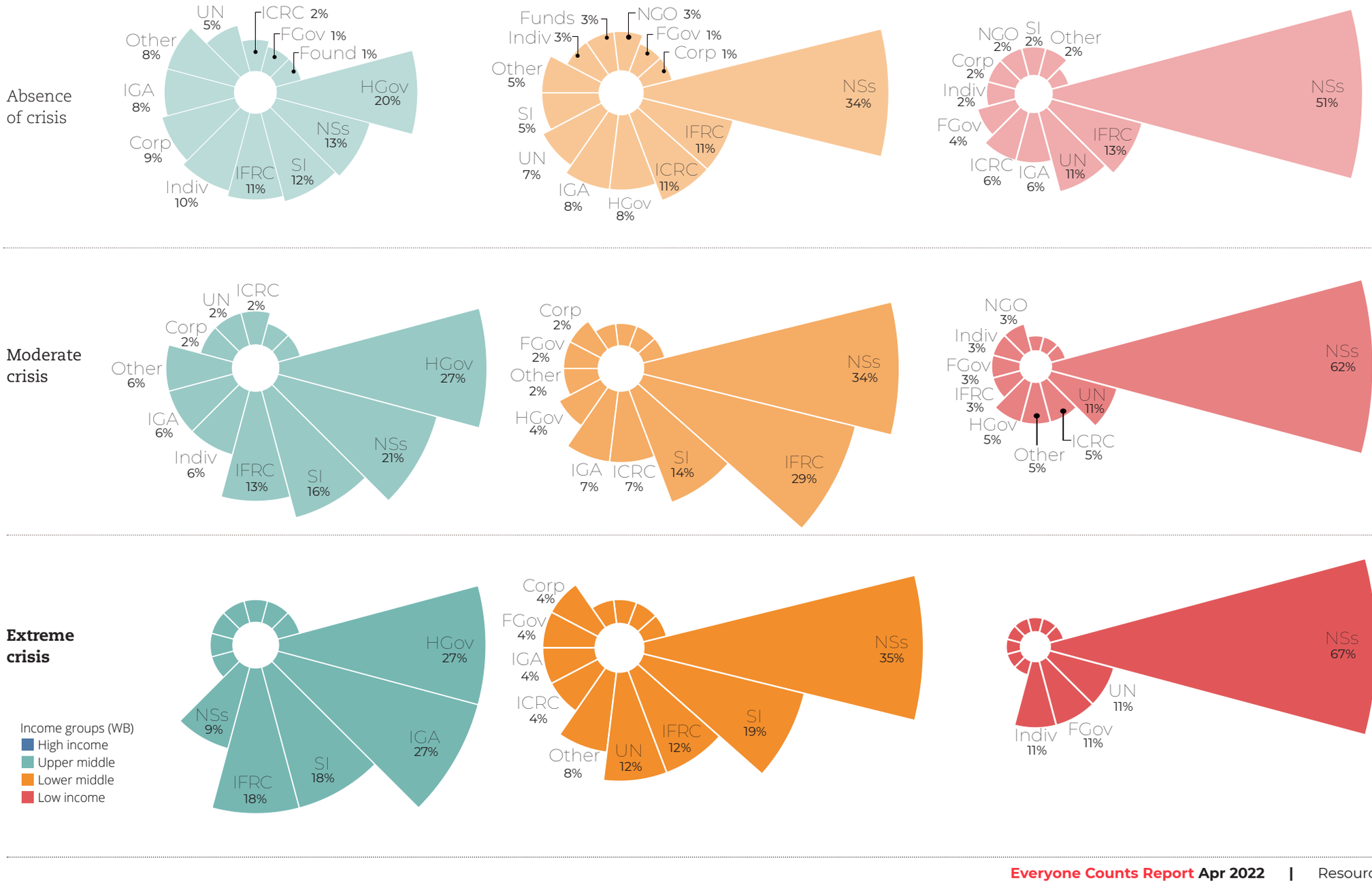
On 22 May 2021, Mt. Nyiragongo, located in the North Kivu Province of the Democratic Republic Congo (DRC), suddenly erupted, at about 19:00 and lava started flowing towards the environs of Goma town. News of the eruption, which is reminiscent of the 2002 eruption, caused panic among the residents of Goma, leading to massive displacements of people fleeing towards the Rwandan border for safety. People fleeing from DRC were received by volunteers from the Rwanda Red Cross at the border town of Rubavu. More than 25,000 Congolese crossed the border into Rwanda and were received at two reception centres. A plane load of relief items arrived from IHC to assist those affected in both Rwanda and DRC

Photo credit: *Rita Nyagal* IFRC

The main source of income reported by National Societies in upper-middle-income countries varied widely. For non-crisis contexts, the chart shows considerable diversification. Home government was the main source for 20% of them, while income from the IFRC, other National Societies, corporations and individuals and service income were important sources. In a moderate crisis context, income from the IFRC and other National Societies became more important, while home government remained the main source for 27% of National Societies. The picture is similar in times of extreme crisis, but with service income and income-generating activities becoming more important.The majority of National Societies in lower-middle-income countries reported income from other National Societies as the main source, regardless of the context. However, in times of moderate crisis, the IFRC became the key income source for 29% of National Societies (compared to 11% in a non-crisis scenario). In times of extreme crisis, this percentage decreased to 12%, while income from UN organizations became the main source for another 12% and income from other National Societies remained the main source for 35%. National Societies in low-income countries reported income from other National Societies as the main source, regardless of the scenario. The UN was the main source for 11% of them, regardless of the context.

7 For example, if a National Society in a given year reported relatively higher amounts received from the IFRC, this NS has IFRC coded as their main source of income in this year. The same procedure is performed for all other NSs that reported their income sources between 2016-2020. If a NS called for an Emergency Appeal in a given year it was considered this NS faced an extreme crisis, in case of DREF a moderate crisis and in the absence of the latter, no crisis.

**Figure 30:** Main sources of National Society income during times of extreme, moderate and no crisis



### Case study: American Red Cross and the Philippine Red Cross

While celebrating Christmas Eve in 2019, the population of the Philippines experienced heavy rain and strong winds due to Typhoon Phanfone, known locally as Typhoon Ursula, a category 2 storm reaching its highest intensity while making landfall seven times across the central Philippine islands. The Philippine Red Cross responded immediately to the needs of the more than 3.2 million people affected, setting up first-aid stations and welfare desks for mental health support, distributing items such as clothing, blankets and mosquito nets and remaining on stand-by for emergency response with ambulances and rescue boats. In addition, thousands of ready-to-eat meals and clean water were distributed for those left with nearly nothing at a usually festive time of year.

The American Red Cross showed its solidarity by contributing USD 150,000 to support the Philippine Red Cross in this response and by deploying an information management specialist to support the relief operation in addressing data management and information needs. This contribution was essential for the people of the Philippines, who were still recovering from two other typhoons, a Dengue outbreak, two earthquakes and Typhoon Kammuri which had struck just a few months before. During the recovery, this support proved invaluable when the COVID-19 pandemic broke out in early 2020.

Education on public hygiene given by Red Cross staffs and volunteers.

Photo credit: Yoshi Shimizu/ IFRC

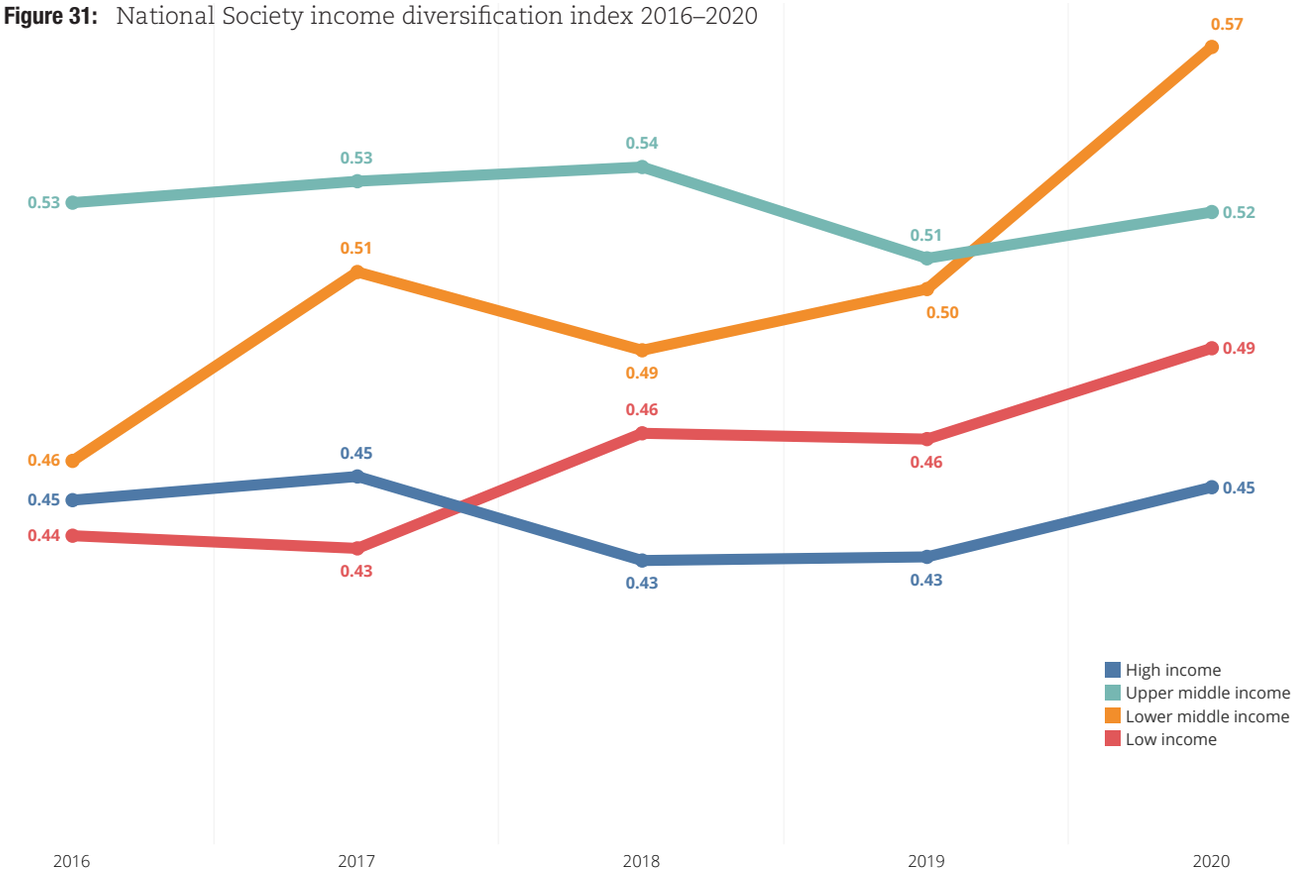
# Diversification index

Looking beyond the National Societies as a whole, the data allows us to further analyse trends by incorporating country income profiles. Figure 31 presents an income diversification index for National Societies according to country income groups: high-income, upper-middle-income, lower-middle-income or low-income. A value of 0 in the index represents a National Society that receives 100% of its income from one source, while a value of 1 corresponds to a National Society whose income is evenly distributed among the 14 sources presented above in figure 28. As both scenarios are unlikely, especially for entire groups of National Societies, a value is expected to be somewhere between 0 and 1. *Appendix 3* provides more information on how this index is constructed.

The steady upward trend in income diversification among National Societies from low-income or lower-middle-income countries is especially noteworthy. Why is income diversification important? In theory, a more diversified composition of income sources decreases the risks that a National Society could face if it relies on a small number of sources, when exposure to the sudden withdrawal of funding would threaten the continuity of its operations. When income is received from diverse sources, National Societies can cope with such withdrawals more easily as there are alternative sources that it can access for (additional) funding. At the same time, a lack of income diversification might also be due to the National Society having a small number of strong partnerships, which could mean more stable income flows even though its dependence on that source is increased. Maximizing income diversification is not therefore always a National Society's main aim although the overall importance of actively reaching out to new sources and the potential benefits it may bring to the National Society should not be overlooked.

The case study on the Red Cross Society of Panama (next page) is an example of the innovative, novel ways our National Societies are diversifying their income.

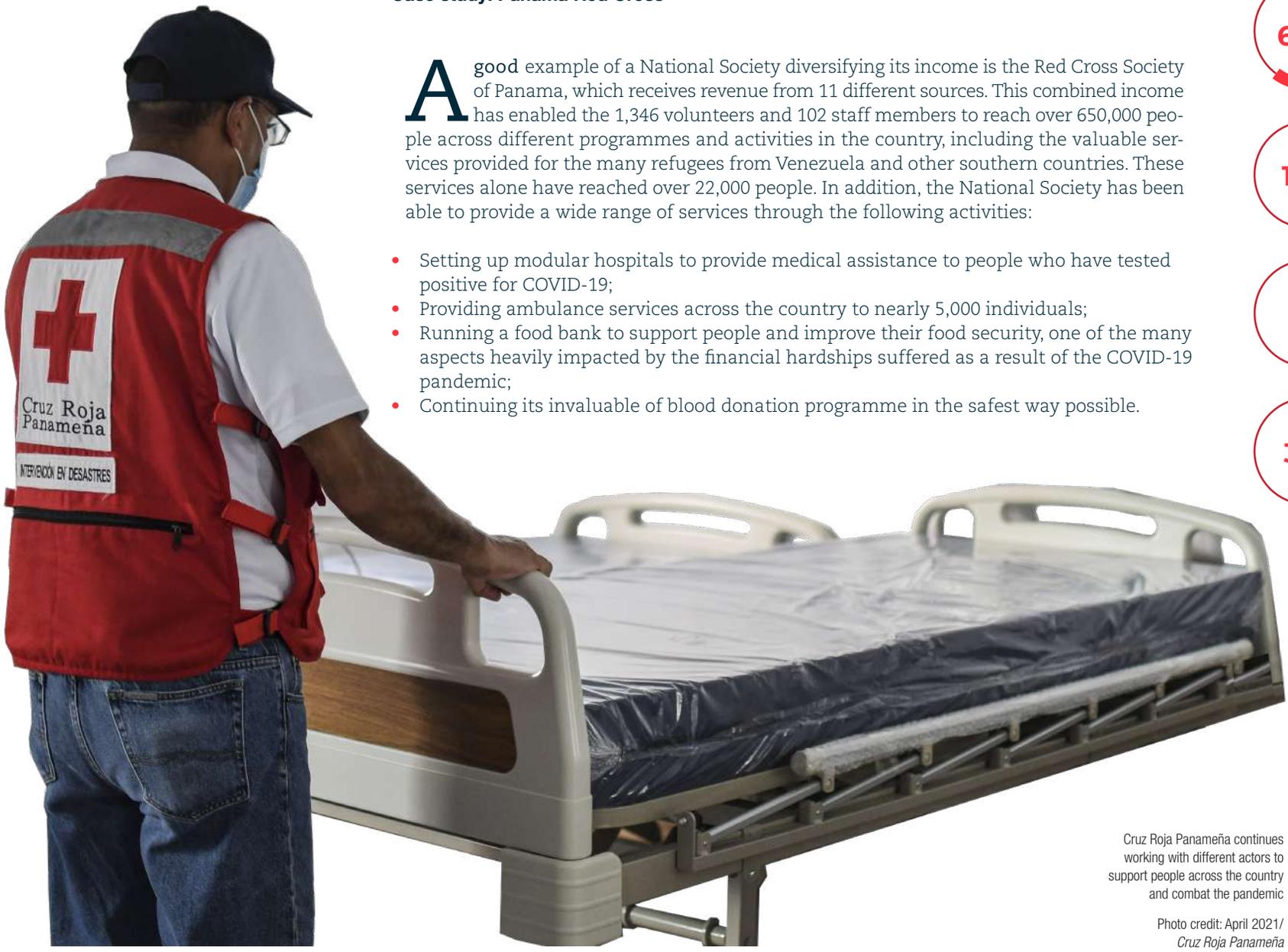
**Figure 31:** National Society income diversification index 2016–2020



**Case study: Panama Red Cross**

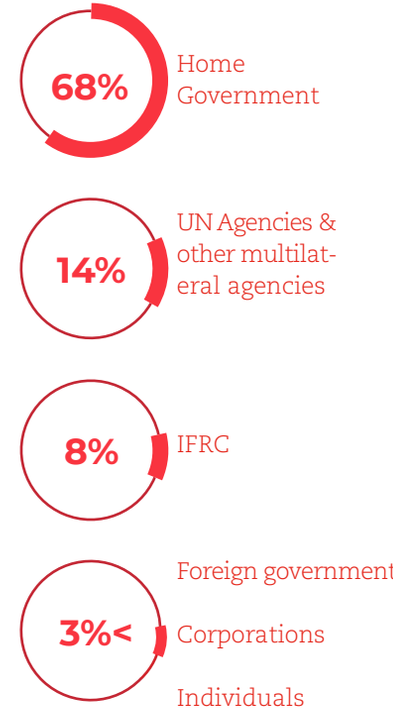
A good example of a National Society diversifying its income is the Red Cross Society of Panama, which receives revenue from 11 different sources. This combined income has enabled the 1,346 volunteers and 102 staff members to reach over 650,000 people across different programmes and activities in the country, including the valuable services provided for the many refugees from Venezuela and other southern countries. These services alone have reached over 22,000 people. In addition, the National Society has been able to provide a wide range of services through the following activities:

- Setting up modular hospitals to provide medical assistance to people who have tested positive for COVID-19;
- Providing ambulance services across the country to nearly 5,000 individuals;
- Running a food bank to support people and improve their food security, one of the many aspects heavily impacted by the financial hardships suffered as a result of the COVID-19 pandemic;
- Continuing its invaluable of blood donation programme in the safest way possible.




Cruz Roja Panameña continues working with different actors to support people across the country and combat the pandemic

Photo credit: April 2021/ *Cruz Roja Panameña*



# 5. Our network of National Societies

How have National Societies worked together over the past few years? This chapter will explore support links between National Societies and how they have developed in recent times.

An American Red Cross and Bangladesh Red Crescent team walks across a bamboo bridge in Kutupalong—a displacement camp in Cox' Bazar, Bangladesh

Photo credit: *S*une 29, 2019. Cox's Bazar, Bangladesh/ *Brad Zerivitz/American Red Cross*

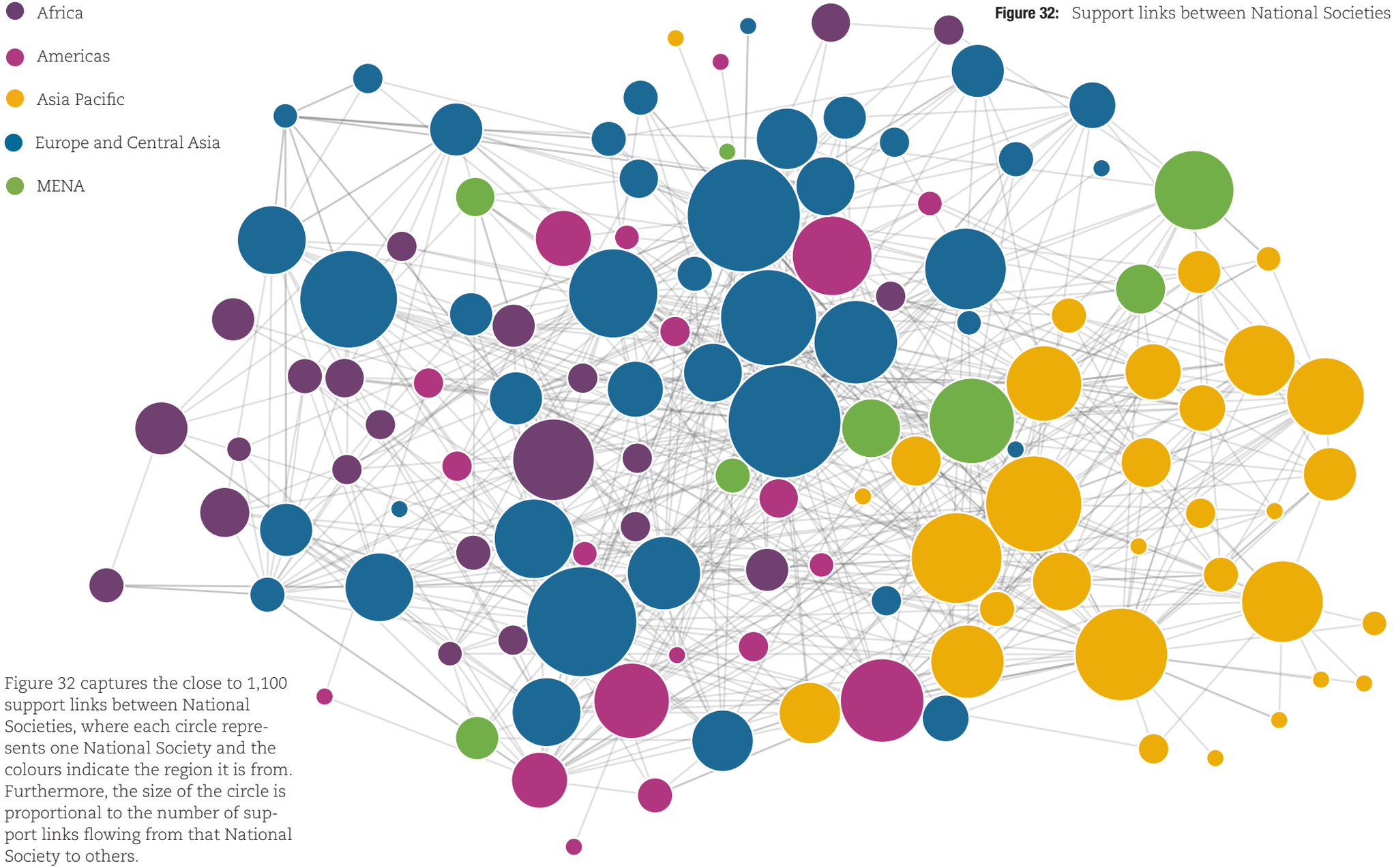



**Figure 32:** Support links between National Societies

Figure 32 captures the close to 1,100 support links between National Societies, where each circle represents one National Society and the colours indicate the region it is from. Furthermore, the size of the circle is proportional to the number of support links flowing from that National Society to others.

# A growing network

As seen in chapter 4, solidarity within the IFRC network is of great importance to many National Societies (mostly from lower- and lower-middle-income countries). Zooming in on these linkages allows us to form a picture of how the IFRC network operates. This transcends the previous analysis in that it looks beyond financial resources and takes into account all support provided throughout the network, including human and in-kind resources.

Through the FDRS, the reporting National Society provides the names of each National Society it has given support to and the names of National Societies it has received support from. Support can be in the form of human resources (the work of at least one person for one day) and/or financial or in-kind resources (exceeding a value of USD 1,000) provided in the reporting year.

One especially interesting feature is the proximity of the circles: the closer two circles are to each other, the more links there are between the National Societies they represent. This provides us with the insight that National Societies within the Asia Pacific region tend to support each other (intra-regional support) more than other regions, where we see a tendency towards higher inter-regional support. The proximity of European and African circles, for instance, shows high levels of connectedness between the two regions.

Having collected data on our network of support links since 2017, we are able to assess the historical trends in the total number and direction of support links over the past four reporting years. Figure 33 provides the number of unique support links in the past four years.

**Figure 33:** Number of unique support links between National Societies from 2017 to 2020

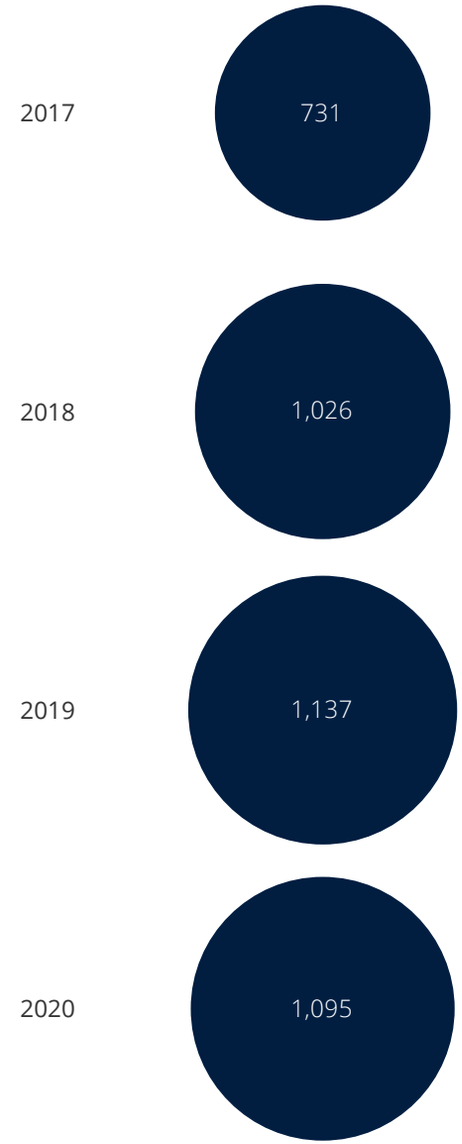
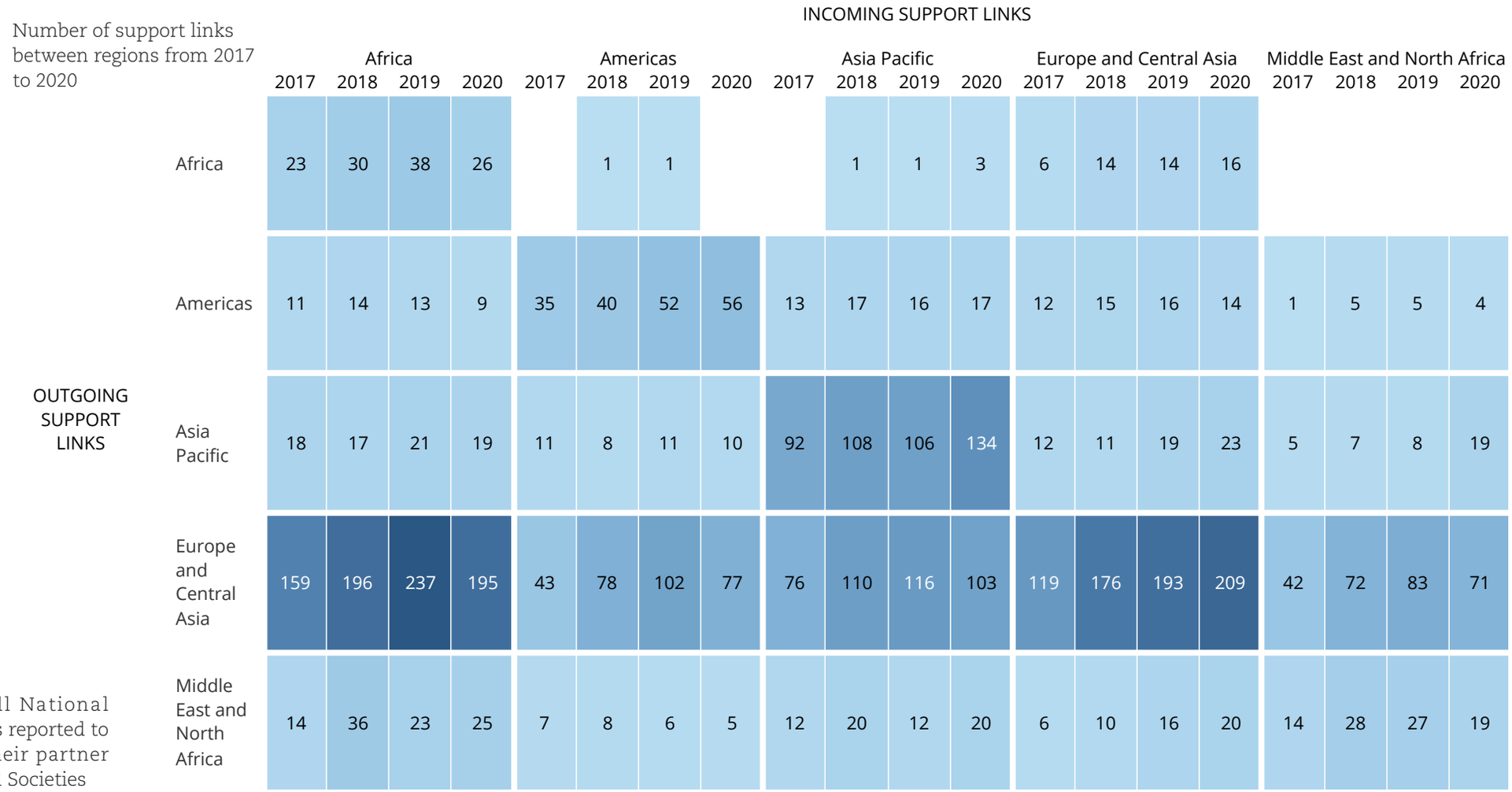


Figure 34 shows support links between the regions. The insights provided by the figure align with trends described above: the strong intra-regional network of Asian National Societies (with 134 links in 2020, 26% up on 2019) and the strong connection between National Societies in Europe and Africa, forming one of the strongest sub-networks within our overall network, with 195 support links in 2020. At the same time, a significant increase of 137% in the number of support links from Asian National Societies to National Societies in the Middle East and North Africa shows that not only is the intra-regional network strong in the Asia Pacific region, but there is also a drive to increase support to other regions.

**Figure 34:** Number of support links between regions from 2017 to 2020




* Not all National Societies reported to FDRS their partner National Societies

# Inter-regional and intra-regional support links

Despite these trends within and between regions, figure 35 clearly shows that, overall, European National Societies provide the majority of support links across the network both inter-regionally and intra-regionally. However, it can also be seen that this total number of support links has actually decreased when compared to 2019, while that of many other regions has either increased or remained practically the same. The decrease in the number of support links in Europe therefore explains a large part of the overall reduction in support links across the network. However, the top panel, which shows the number of National Societies providing support links by region, indicates that virtually the same number of National Societies continued to give support. It is important to clarify, though, that the FDRS does not collect data on the type or amount of support behind these links.

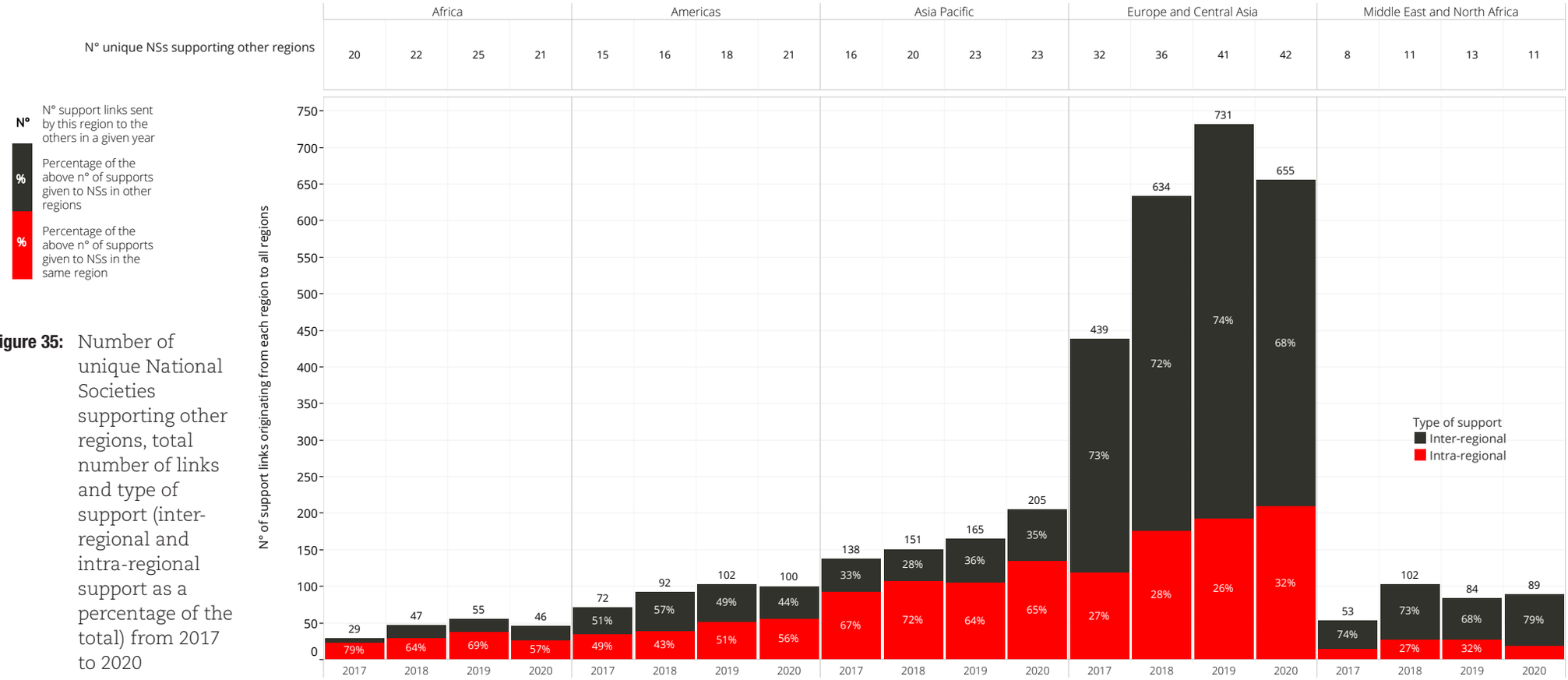


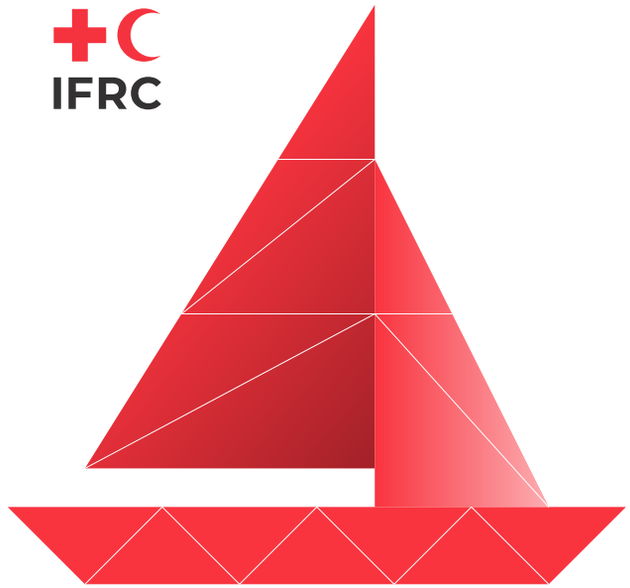

**Figure 35:** Number of unique National Societies supporting other regions, total number of links and type of support (inter-regional and intra-regional support as a percentage of the total) from 2017 to 2020

# 6. Looking forward

## What have we learned in 2020 and what can we expect going forward?

Ketsana flooding, Philippines.

Photo credit: *Yoshi Shimizu/IFRC*




# STRATEGY 2030

**Platform for change**
Global reach, local action

## Embracing digital transformation, a key transformation identified in Strategy 2030

Over the past few years, through our various data collection exercises with National Societies, we have seen how data and digital tools have a real and significant impact on our collective ability to serve communities. Our earlier analysis has shown that National Societies with a higher score in volunteer database management reported more stable figures, providing a more accurate picture of their situation.

In May 2021, the IFRC Governing Board adopted a *Digital Transformation Strategy*, the first of its kind for the IFRC, to accelerate the use of data and the adoption of digital technologies by the IFRC network, with the aim of delivering humanitarian services faster, on a larger scale and with higher quality and greater relevance to people in need. This strategy goes far beyond optimizing processes and adopting new technology. We talk about transformation because real change is a process that must involve people and a shift in culture to be equitable and because the use of data and digital is truly transversal and has relevance and benefits for all disciplines within the organization.

Through the FDRS process, the IFRC is building data literacy across its member National Societies by providing guidance and technical support to improve data collection and reporting. The FDRS has also defined definitions for key indicators and data collection standards across the membership. Those standards and definitions are the basis for a common data model for the IFRC network, currently being considered to support data sharing and interoperability in the network, potentially with third party actors. Understanding and improving data governance will sharpen the focus on making data more accurate, complete and consistent across its lifecycle.

# Further alignment with Strategy 2030

Analysing FDRS data and trends over the past few years has been very informative for the IFRC, particularly given that the current set of indicators was well aligned with Strategy 2020 and its key areas of focus. While these areas of focus will remain relevant in the next few years, there are key sectors of activity that will need global-level attention and measurement. These include areas such as climate adaptation and immunization.

Therefore, with a view to the 2021 data collection set starting in early 2022, the FDRS will include some additional indicators to its standards. These include:

- Indicators related to climate and associated activities that National Societies engage in, such as the use of nature-based solutions and the implementation of environmental or climate campaigns;
- Subindicators in health to measure psychosocial support and mental health services and immunization services;
- Indicators for National Societies to assess their digital maturity and provide key input for digital transformation operations.

**The FDRS, a successful model for Federation-wide data collection**
**IFRC global monitoring of COVID-19 and learning for the future**

The global COVID-19 operation provided a great opportunity to position the Red Cross and Red Crescent network as a key player recognized internationally for its actions in response to the COVID-19 pandemic, through global monitoring and reporting, aimed at ensuring accountability and transparency. The IFRC needed to map the network's COVID-19 financial needs, income and expenditure to inform its global appeal, fundraising targets and funding allocation priorities. The FDRS team built a strong data foundation and has extensive experience collecting Federation-wide data on an annual basis. The team was mobilized to design a data collection system to obtain COVID-19 financial information from all National Societies, aligned with the FDRS standards that National Societies are familiar with. Within just two weeks, data from over 150 National Societies was collected. That success led to a new request to expand the FDRS-led COVID-19 monitoring system to collect data on the response and monitor implementation through an extensive list of indicators covering all three operational priorities.

Almost two years into the response, the FDRS team has led Federation-wide monitoring efforts, mapping the results of over 179 National Societies across different operational priorities on a quarterly basis.

In addition to delivering valuable data and insights, this work also led the FDRS team to create tools and dashboards that allow different teams across the IFRC Secretariat to track progress of the Federation-wide data collection exercise, review the data and provide immediate feedback on data quality. The tools allow real-time information sharing and active engagement for improved data quality and evidence-based decision-making. All collected and verified data is published and available through interactive dashboards for further engagement and analysis, most importantly providing evidence of the impact, reach and effectiveness of COVID-19 funding. This case shows the power of the collective network and global data collection and sharing.

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# Appendix 1:
# National Society achievements in summary per country, by region

# Reporting statistics and OCAC

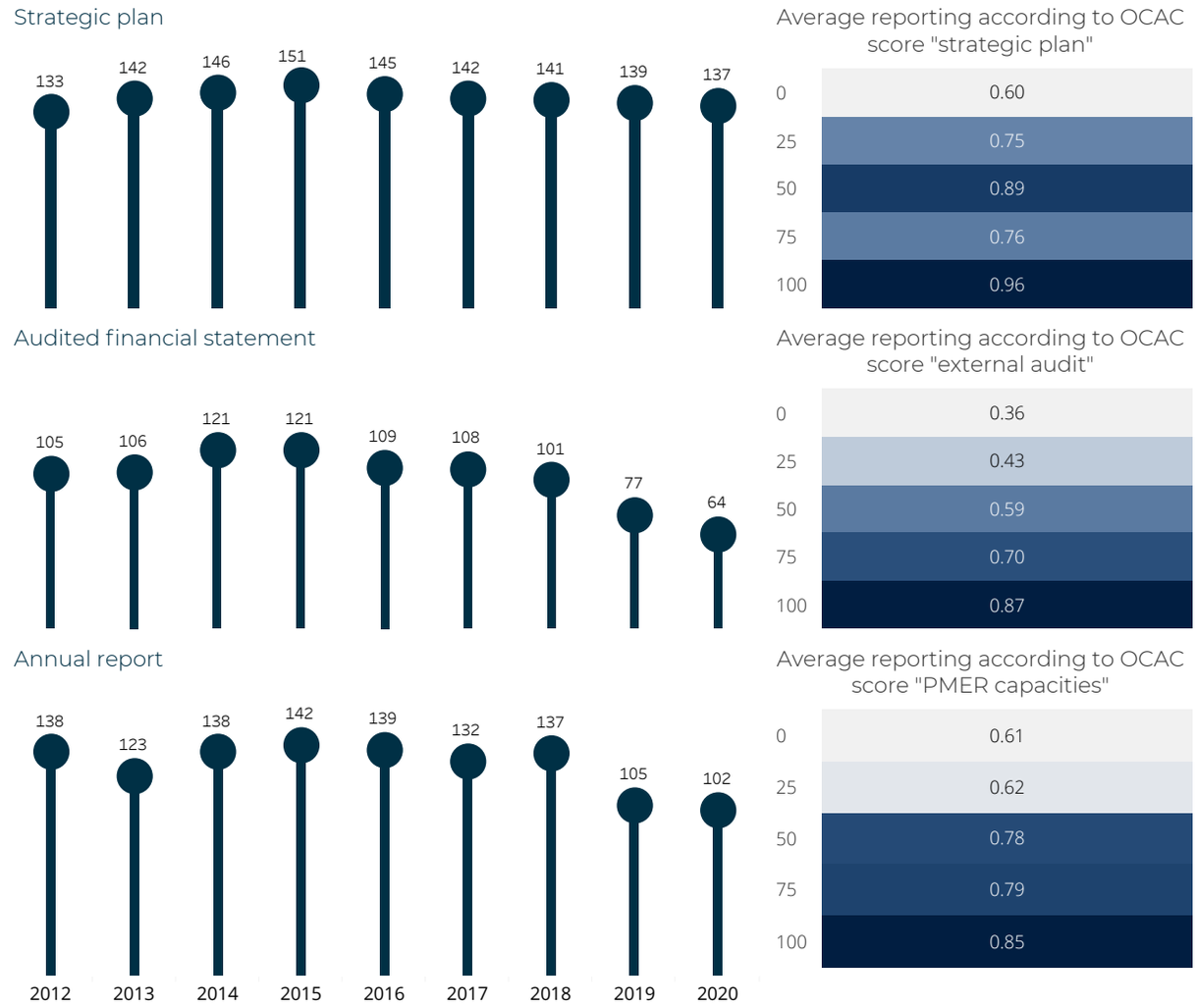
FDRS has collected 3 types of key documents from NSs since 2012: annual reports, audited financial statements and strategic plans.

The next chart shows the number of each of these documents received by FDRS since 2012[8]. Additionally, the colored graphs show the average number of documents received given some OCAC attributes that measure different NS's characteristics. The average can take a minimum value of zero and a maximum of 1 document received.

The number of strategic plans received remained relatively constant in the last years, which is expected given this type of document is normally not published yearly, therefore the same document can be submitted for subsequent years (e.g. a NS submits its 2015-2020 strategic plan in the years of 2015 to 2020). OCAC attribute 4 assess whether a NS has a strategic plan and how it uses to reference its actions. When it comes to audited financial statements OCAC has some attributes measuring the NSs financial capacity, most of them were positively correlated to financial documents reporting to FDRS. The specific OCAC attribute used is the n°45 wich captures the presence of an external audit in the NS and the extent of its attributions.Finally, NSs also report their annual reports to FDRS. OCAC assess NSs reporting capacity with some indicators that are all positively correlated with NSs reporting to FDRS, specifically the attribute-82, PMER capacity, where the NSs with the highest score are able to even support other organizations to improve their PMER skills.

8 Nationals Societies reporting cycles often do not match with FDRS one and a couple of National Societies report these key documents one or two years after the given data cycle. For example, in 2021 FDRS collected data relative to National Societies 2020 activities, however just in 2022 some National Societies will be able to report their 2020 audited financial report.

**Figure 36:** Number of National Societies Strategic Plans, Audited financial reports and annual reports submitted to FDRS between 2012-2020 correlated to National Societies capacity in these aspects measured by the respective OCAC attributed



# OCAC attributes

Organisational Capacity Assessment and Certification Process Evaluation (OCAC) is an independently validated Federation-wide peer review mechanism. It enables National Societies to assess their own organisational capacity, performance and relevance in their country so as to determine opportunities for self-development; and to ensure that all National Societies commit and comply with a comprehensive set of organisational minimal standards and thus to protect/improve the performance of the overall Federation network. More than 150 OCAC assessment has been completed in more than 125 National Societies. The results and the description of the attributes assessed can be found at https://data.ifrc.org/ocac.

# Disaggregation levels of National Societies submissions in 2020 by age, gender and disability

| | Region | | | | |
|---|---|---|---|---|---|
| **Indicator** | **Age disaggregation** | **Sex disaggregation** | **Sex & age disaggregation** | **Disability disaggregation** | **Washington Group disaggregation** |
| People Reached directly by Disaster Risk Reduction Activities | 45% | 61% | 45% | 20% | 10% |
| People Reached directly by Shelter Activities | 40% | 50% | 40% | 18% | 13% |
| People Reached directly by Livelihoods Activities | 35% | 50% | 34% | 12% | 7% |
| People Reached directly by Migration Activities | 34% | 46% | 33% | 10% | 5% |
| People Reached directly by Cash Transfer Programming Activities | 36% | 48% | 36% | 15% | 8% |
| People Reached directly by Social inclusion and culture of non-violence and peace Activities | 34% | 54% | 34% | 12% | 11% |
| People Reached directly by Health Activities | 36% | 51% | 36% | 17% | 8% |
| People Reached directly by Water, Sanitation and Hygiene Activities | 35% | 54% | 35% | 19% | 10% |
| People donating blood | 40% | 52% | 40% | 12% | 14% |
| Paid Staff | 68% | 86% | 68% | 25% | 9% |
| People volunteering their time | 53% | 68% | 51% | 24% | 10% |
| People trained in first aid | 47% | 63% | 44% | 17% | 7% |

# Percentages of National Societies reporting on main indicators and key documents, 2020

| | Region | | | | | |
|---|---|---|---|---|---|---|
| **Indicator** | **Africa** | **Americas** | **Asia Pacific** | **Europe and Central Asia** | **Middle East and North Africa** | **Global** |
| People Reached by Disaster Response and Early Recovery Programmes | 73% | 60% | 89% | 72% | 59% | 72% |
| People Reached by Long-Term Services and Development Programmes | 65% | 66% | 82% | 70% | 41% | 68% |
| People Reached directly by Disaster Risk Reduction Activities | 69% | 80% | 71% | 54% | 65% | 67% |
| People Reached directly by Shelter Activities | 54% | 54% | 50% | 43% | 53% | 50% |
| People Reached directly by Livelihoods Activities | 63% | 74% | 50% | 61% | 76% | 63% |
| People Reached directly by Health Activities | 71% | 83% | 82% | 78% | 82% | 78% |
| People Reached directly by Water, Sanitation and Hygiene Activities | 69% | 80% | 68% | 52% | 53% | 65% |
| People Reached directly by Migration Activities | 56% | 74% | 42% | 67% | 59% | 60% |
| People Reached directly by Cash Transfer Programming Activities | 56% | 66% | 39% | 54% | 65% | 55% |
| People Reached directly by Social inclusion and culture of non-violence and peace Activities | 56% | 57% | 58% | 67% | 53% | 59% |
| People volunteering their time | 75% | 94% | 87% | 94% | 100% | 89% |
| Paid Staff | 73% | 97% | 95% | 89% | 65% | 85% |
| People donating blood | 56% | 40% | 61% | 59% | 24% | 52% |
| People trained in first aid | 71% | 86% | 89% | 94% | 71% | 84% |
| Local Units | 73% | 97% | 95% | 98% | 94% | 91% |
| Income | 67% | 86% | 84% | 89% | 65% | 80% |
| Expenditure | 67% | 86% | 82% | 87% | 65% | 79% |
| Annual Report | 35% | 54% | 42% | 78% | 47% | 53% |
| Strategic Plan | 65% | 71% | 79% | 80% | 47% | 71% |
| Financial Statement | 25% | 54% | 24% | 80% | 29% | 46% |
| Audited Financial Statement | 10% | 46% | 13% | 65% | 18% | 33% |

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AFRICA** | | | | | | | | | | | | | | | | | |
| Angola Red Cross | | | | | | | | | | | | | | | | | |
| Baphalali Eswatini Red Cross Society | 2480 | 0 | 1621 | 33 | 2031 | 134252 | 29845 | 4276 | 27011 | 0 | 0 | 64 | 0 | 665 | 107 | 483,985 | 353,504 |
| Botswana Red Cross Society | | | | | | | | | | | | | | | | | |
| Burkinabe Red Cross Society | 135880 | 7152824 | 71564 | 4309 | 4439 | 3663332 | 53306 | 44859 | 20287 | 5874 | 45030 | 313 | 2 | 2732 | 45 | 16,776,433 | 14,203,822 |
| Burundi Red Cross | 115429 | 325312 | 4015898 | 83493 | 272179 | 297690 | 385190 | 68308 | 32189 | 175924 | 559924 | 797 | 0 | 86563 | 2930 | 12,142,811 | 8,970,001 |
| Cameroon Red Cross Society | 4200 | 4200 | 0 | 700 | 4200 | 79126 | 2313538 | 0 | 4200 | 0 | 18000 | 43 | 0 | 2530 | 360 | 2,119,682 | 1,904,097 |
| Central African Red Cross Society | | | | | | | | | | | 12000 | | | 709 | 77 | 193,691 | 190,796 |
| Congolese Red Cross | 0 | 12000 | 0 | | | 1500000 | 34157 | | | | 7013 | 24 | 304 | | 12 | 275,118 | 240,161 |
| Ethiopian Red Cross Society | 40000000 | 6260117 | | | | | | | | | 185769 | 2000 | | 59394 | 178 | 19,092,480 | 13,988,029 |
| Gabonese Red Cross Society | | | | | | | | | | | | | | | | | |
| Ghana Red Cross Society | 16539 | 127708 | 32223 | 4851 | 50000 | 144831 | 29700 | | 1000 | 1000 | 79638 | 47 | 78 | 906 | 3270 | 2,293,213 | 1,767,874 |
| Kenya Red Cross Society | 3699856 | 2178564 | 260370 | 26219 | 121270 | 4864846 | 485465 | 110230 | 93990 | 39355 | 161622 | 733 | 54870 | | 65 | | |
| Lesotho Red Cross Society | 2005 | 890 | 11878 | 0 | 28365 | 26544 | 225706 | 14510 | 2655 | 16018 | 363 | 79 | 0 | 1504 | 10 | 2,503,616 | 2,444,282 |
| Liberian Red Cross Society | | | | | | | | | | | | | | | | | |
| Malagasy Red Cross Society | 15531708 | | 23670 | | 1075 | 888761 | 1684562 | | 3992 | | 1877 | 46 | | 901 | 141 | 655,191 | 509,184 |
| Malawi Red Cross Society | | | | | | | | | | | | | | | | | |
| Mali Red Cross | 8220 | | 45080 | 2992 | 5001 | 73037 | 3568 | 0 | 2070 | 0 | 3564 | 213 | 0 | 549 | | 7,077,332 | 7,293,597 |
| Mauritanian Red Crescent | 1575000 | 26600 | 870000 | | 7490 | 35000 | 22500 | 191 | 4500 | 65 | 4935 | 20 | 30 | 95 | 56 | 129,486 | 115,143 |
| Mauritius Red Cross Society | 62 | | 379 | | 150 | 182 | | | | | 145 | 7 | | 804 | 2 | 202,992 | 200,530 |
| Mozambique Red Cross Society | 218914 | 592802 | 592802 | 147953 | 81408 | 12345375 | 7274 | 0 | 1901 | 7975 | 5663 | 213 | | 895 | 111 | 1,979,939 | 2,210,103 |

DRER: People Reached by Disaster Response and Early Recovery Programmes | LTSDP: People Reached by Long-Term Services and Development Programmes | DRR: Disaster Risk Reduction | WASH: People Reached directly by Water, Sanitation and Hygiene Activities | CTP: People Reached directly by Cash Transfer Programming Activities | Social Inclusion: People Reached directly by Social inclusion and culture of non-violence and peace Activities | Volunteers: People volunteering their time | Blood donation: People donating blood | First aid: People trained in first aid

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AFRICA** | | | | | | | | | | | | | | | | | |
| Namibia Red Cross | | | | | | | | | | | | | | | | | |
| Nigerian Red Cross Society | 6829537 | 33660 | 26640 | 9609 | 19650 | 6773638 | 12326703 | 825 | 20893 | 7418 | 15379 | 338 | 1896 | 14993 | 37 | 2,338,316 | 1,655,066 |
| Red Crescent Society of Djibouti | | | | | | | | | | | | | | | | | |
| Red Cross Society of Côte d'Ivoire | 141083 | 2299560 | 582653 | 0 | 105900 | 2288184 | 1752989 | 15006 | 3000 | 2742 | 5013 | 172 | 2500 | 2401 | 99 | 3,103,077 | 3,447,811 |
| Red Cross Society of Guinea | 170616 | 0 | 1309620 | 1315 | 600 | 21327 | 19814 | 2014 | 917 | 0 | 6210 | 123 | 121 | 1986 | 329 | 3,832,263 | 3,551,982 |
| Red Cross Society of Guinea-Bissau | 35718 | | 36960 | 3130 | 1713 | 154568 | 980 | 5273 | 120 | | 40 | 16 | 155 | 136 | 54 | 415,150 | 343,085 |
| Red Cross Society of Niger | | | | | | | | | | | | | | | | | |
| Red Cross of Benin | 7174920 | 966873 | 10610552 | 0 | 0 | 10927316 | 966873 | 0 | 0 | 3817 | 1250 | 37 | 0 | 215 | 79 | 984,021 | 851,440 |
| Red Cross of Cape Verde | 508669 | 738 | 4211 | | 65078 | 512741 | 215081 | 153 | | | 1492 | 119 | | 347 | 46 | 767,417 | 2,241,107 |
| Red Cross of Chad | | | | | | | | | | | | | | | | | |
| Red Cross of Equatorial Guinea | | | | | | | | | | | | | | | | | |
| Red Cross of the Democratic Republic of the Congo | 10561522 | 2791196 | 755570 | 8688 | 21330 | 3614666 | 6208755 | 9181 | 4266 | 58504 | 209000 | 181 | 408 | 5730 | 172 | 4,532,312 | 4,532,312 |
| Rwandan Red Cross | 381076 | 279729 | 426351 | 2170 | 283323 | 388059 | 153870 | 38000 | 30985 | 56020 | 55024 | 93 | | 3695 | 31 | 4,990,233 | 4,775,055 |
| Sao Tome and Principe Red Cross | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 148 | 27 | 0 | 0 | 5 | 146 | 153 |
| Senegalese Red Cross Society | 1413 | 1011 | 1550 | 964 | 519 | 3495 | 217306 | 9253 | 1046 | | 30000 | 111 | | 329 | 225 | 3,564,355 | 3,563,686 |
| Seychelles Red Cross Society | 25000 | 0 | 3075 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 15 | 37 | 1 | | |
| Sierra Leone Red Cross Society | 99329 | 0 | 1707 | 0 | | 220110 | 5793 | 0 | 1344 | 0 | 2698 | 53 | 925 | 1382 | 13 | 1,239,804 | 1,176,248 |
| Somali Red Crescent Society | 887085 | 25272 | 755899 | 15000 | 129074 | 1073851 | 706944 | 94588 | 112136 | 13264 | 4342 | 1032 | 0 | 5265 | 19 | 12,671,147 | 12,671,147 |

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AFRICA** | | | | | | | | | | | | | | | | | |
| South Sudan Red Cross | 46473 | 0 | 35266 | 24320 | 7277 | 3404083 | 343400 | 0 | 24320 | 77309 | 14972 | 254 | 4449 | 1694 | 78 | 9,853,712 | 8,633,008 |
| Tanzania Red Cross National Society | 10103 | 229452 | 1275 | 557 | 2000 | 227452 | 236424 | 224884 | 829 | 0 | 54740 | 535 | 1592 | 1619 | 1347 | 7,004,967 | 6,825,177 |
| The Comoros Red Crescent | 649322 | 4008 | | | 2430 | 2199 | 85273 | | | 17304 | 6000 | 32 | 20 | 67 | 209 | 459,269 | 464,807 |
| The Gambia Red Cross Society | 530 | 75 | 185 | | | 888462 | 1182000 | | | | 11150 | 50 | 134 | 1581 | 7 | 1,612,920 | 1,207,937 |
| The South African Red Cross Society | 51542 | 850 | 63548 | 986 | 510285 | 1296923 | 140776 | 3566 | | 7709 | 4713 | 268 | 23 | 2660 | 37 | | |
| The Sudanese Red Crescent | | | | | | | | | | | | | | | | | |
| The Uganda Red Cross Society | 17408 | 67732 | 295 | 1372 | 1894761 | 82040 | 6641 | 11961 | 16759 | 892 | 2890 | 190 | 213191 | 295 | 51 | | |
| Togolese Red Cross | 24164 | 155765 | 19429 | | | 5282218 | 185389 | | | 4734 | 29098 | 111 | 1355 | 2629 | 311 | 3,330,290 | 2,309,510 |
| Zambia Red Cross Society | | | | | | | | | | | | | | | | | |
| Zimbabwe Red Cross Society | 67786 | 50062 | 41925 | 8169 | 134965 | 137583 | 787165 | 2408 | 67408 | 67408 | 6048 | 150 | | 7823 | 157 | 3,674,074 | 3,380,148 |
| **AMERICAS** | | | | | | | | | | | | | | | | | |
| American Red Cross | | 6086321 | 582581 | 125199 | 263151 | 4968976 | 18863 | | 263151 | | 302047 | 18419 | 2539730 | 2152352 | 235 | 2,757,196,254 | 2,609,443,622 |
| Antigua and Barbuda Red Cross | | | 10 | | 67 | | | | 137 | | 56 | 9 | | 354 | 2 | 392,131 | 344,508 |
| Argentine Red Cross | 321100 | 17000 | 23613 | 10756 | 17000 | 60550 | 37999 | 37558 | 1884 | 25698 | 2954 | 1620 | | 2391 | 61 | 17,484,570 | 15,818,062 |
| Belize Red Cross Society | 2104 | 8125 | 513 | 1470 | 54182 | 79222 | 1427 | 4578 | 2395 | 581 | 110 | 17 | 97 | 653 | 8 | 647,053 | 624,769 |
| Bolivian Red Cross | 1758 | 15212 | 5598 | 64033 | 18212 | 6912 | 9060 | 2500 | 676 | 954 | 800 | 12 | 100 | 457 | 24 | 134,963 | 202,110 |
| Brazilian Red Cross | | | | | | 1459722 | 1941192 | 931 | 325 | 1341 | 28604 | 1853 | | 677 | 74 | 1,970,249 | 1,696,621 |
| Chilean Red Cross | | | 353 | 266 | 25390 | 30537 | 42000 | 2500 | | | 4450 | 30 | | 4450 | 156 | 1,247,559 | 1,283,783 |
| Colombian Red Cross Society | 414745 | 128430 | 619514 | 2190 | 36336 | 1887320 | 313056 | 906140 | 3277 | 247014 | 22886 | 2911 | 105239 | 2410 | 235 | 12,453,224 | 12,008,773 |
| Costa Rican Red Cross | 176 | 257 | 95225 | | | 4633995 | 47125 | 275 | | 43 | 4645 | 1092 | | 1263 | 135 | 28,230,702 | 30,726,373 |

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| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AMERICAS** | | | | | | | | | | | | | | | | | |
| Cuban Red Cross | 1880 | | 237585 | 0 | | 173493 | 26950 | 12 | | 4450 | 47837 | 429 | 9987 | 60333 | 1637 | 132,949 | 132,949 |
| Dominica Red Cross Society | 512 | 154 | 66 | 45 | 178 | 324 | 808 | 0 | 801 | 0 | 200 | 10 | 0 | 236 | 10 | 364,356 | 402,269 |
| Dominican Red Cross | 18976 | 16512 | 11121 | 200 | 2568 | 86932 | 1035533 | 5392 | 2482 | | 14693 | 868 | 42139 | 354 | 170 | 12,155,234 | 10,430,501 |
| Ecuadorian Red Cross | 86491 | 61022 | 15192 | | | 84570 | 576433 | 98775 | 16012 | 7179 | 7064 | 231 | 157395 | 13400 | 102 | 20,978,474 | 21,348,699 |
| Grenada Red Cross Society | 257 | 915 | 9 | | 257 | 48 | 850 | 2 | | 2 | 89 | 13 | | 49 | 1 | 255,017 | 245,516 |
| Guatemalan Red Cross | 14498 | | 12326 | | 3810 | 257468 | 76017 | 24562 | | 7780 | 776 | 236 | 2772 | 402 | 21 | 3,409,153 | 2,800,710 |
| Haiti Red Cross Society | | | | | | | | | | | 9000 | 170 | | | 127 | 3,053,780 | 3,053,780 |
| Honduran Red Cross | | | 158969 | | 8967 | 201196 | | 16911 | 170 | 14031 | 5195 | 373 | 31762 | 366 | 52 | 5,767,799 | 5,793,413 |
| Jamaica Red Cross | 2800 | 18300 | 2800 | 400 | 60500 | 87500 | 25500 | 4 | 525 | | 6000 | 20 | | 620 | 14 | | |
| Mexican Red Cross | 5320 | 6064 | 27067 | | 83152 | 5925643 | 85614 | 36935 | | 36261 | 38669 | 9342 | 7242 | 17891 | 555 | 20,869,453 | 18,002,532 |
| Nicaraguan Red Cross | 301134 | 276800 | 762 | 34420 | 179954 | 72394 | 59404 | 13 | 5220 | 527 | 1418 | 334 | | 400 | 31 | 4,408,074 | 3,443,059 |
| Paraguayan Red Cross | 132067 | 46493 | 80 | 3110 | 28 | 140543 | 32577 | | 1500 | 257 | 1044 | 32 | | 546 | 18 | 4,138,125 | 4,054,235 |
| Peruvian Red Cross | | | | | 309000 | | 396000 | 61431 | 484 | | 2616 | 100 | | | 32 | | |
| Red Cross Society of Panama | 773357 | 8182 | 3165 | 5481 | 19018 | 657675 | 22818 | 22250 | 554 | 8688 | 1346 | 102 | 444 | 989 | 23 | 5,440,207 | 2,529,089 |
| Saint Kitts and Nevis Red Cross Society | 215 | | 215 | | 298 | 75 | 65 | | 390 | | 132 | 5 | | 78 | 2 | 187,697 | 173,255 |
| Saint Lucia Red Cross | | | | | | | | | | | | | | | | | |
| Saint Vincent and the Grenadines Red Cross | | 15635 | 15635 | | 675 | 9837 | 6557 | | | | 430 | 2 | | | 1 | | |
| Salvadorean Red Cross Society | 561 | 217 | 1791 | 6774 | 1845 | 40294 | 31238 | 519 | 5711 | 19134 | 1865 | 265 | 10466 | 2142 | 59 | 7,845,736 | 7,377,276 |
| Suriname Red Cross | | | | | | | | | | | 150 | 15 | | | 0 | 881,794 | 978,359 |
| The Bahamas Red Cross Society | | | | 9276 | 12232 | 8706 | 8000 | 128 | 3058 | | 2276 | 68 | | 261 | 16 | 6,419,451 | 1,955,526 |

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AMERICAS** | | | | | | | | | | | | | | | | | |
| The Barbados Red Cross Society | | 1138 | 294 | | 761 | | | 35 | 52 | | 308 | 10 | | 160 | 1 | 584,204 | 476,732 |
| The Canadian Red Cross Society | 113292 | 1150 | 231237 | 14288 | | 153742 | | | 119396 | 2016 | 13154 | 4660 | | 468426 | 139 | 416,057,386 | 395,828,636 |
| The Guyana Red Cross Society | | 6700 | 90 | | 379 | 6610 | 7095 | 730 | | | 150 | 11 | | 572 | 3 | | |
| The Trinidad and Tobago Red Cross Society | 47334 | 3569 | 3390 | 1554 | | 4387 | 47334 | 7762 | 12069 | | | 37 | | 471 | 3 | 1,219,343 | 1,270,190 |
| Uruguayan Red Cross | | 6440 | | 192 | 18022 | 1310 | 3684 | 5765 | 127 | 18 | 350 | 52 | | 1138 | 19 | 1,000,076 | 984,034 |
| Venezuelan Red Cross | 7515 | 694959 | 6716 | 13 | 7954 | 578073 | 302188 | 35387 | | 38026 | 3967 | 742 | 428 | 2984 | 42 | - | - |
| **ASIA PACIFIC** | | | | | | | | | | | | | | | | | |
| Afghan Red Crescent | 393077 | 2168742 | | | 257437 | 2168742 | 15000 | | 57456 | | 31600 | 2293 | 76 | 2954 | 122 | 17,509,554 | 16,509,121 |
| Australian Red Cross | 1390608 | 188235 | 168235 | | 188235 | 70042 | | 134521 | | 20000 | 15951 | 5429 | 538869 | 35607 | 833 | 731,414,101 | 755,456,833 |
| Bangladesh Red Crescent Society | 13898943 | 1667048 | 1317625 | 113894 | 41314 | 823135 | 312169 | 25309 | 150559 | 247187 | 109941 | 3834 | 62201 | 10648 | 68 | 26,898,220 | 26,402,989 |
| Bhutan Red Cross | 122265 | 218 | | | 34142 | 120972 | | | | 1293 | | 6 | | 177 | 1 | 380,616 | 268,818 |
| Brunei Darussalam Red Crescent Society | | | | | | | | | | | | 0 | 0 | | 4 | | |
| Cambodian Red Cross Society | 514208 | 1357476 | 131921 | 317 | 2721 | 1179611 | 20409 | 1273 | 1362 | 12106 | 41823 | 364 | | 1257 | 1874 | | |
| Cook Islands Red Cross Society | 2600 | 104 | | | | 2600 | | | | | 98 | 5 | | 1221 | 11 | 285,670 | 252,880 |
| Fiji Red Cross Society | 889060 | 332082 | 12629 | 8560 | | 36848 | 4886 | | | 5307 | 396 | 40 | | 3195 | 18 | 1,256,915 | 1,244,750 |
| Indian Red Cross Society | 3928866 | | 430165 | | | 18279795 | 5565572 | | | 128901 | 4876448 | 2641 | 1014307 | 69494 | 1260 | 5,562,059 | 3,504,045 |
| Indonesian Red Cross Society | | | | | | | | | | | | | | | | | |
| Japanese Red Cross Society | 1508 | 8737388 | 8541 | | | 23030000 | | | | | 1168711 | 67556 | 5037920 | 160714 | 424 | 11,923,986,205 | 10,787,819,697 |
| Kiribati Red Cross Society | 37787 | 5287 | 78074 | 1284 | | 36812 | 33721 | | | | 125 | 16 | | 497 | 3 | 312,096 | 304,510 |

DRER: People Reached by Disaster Response and Early Recovery Programmes | LTSDP: People Reached by Long-Term Services and Development Programmes | DRR: Disaster Risk Reduction | WASH: People Reached directly by Water, Sanitation and Hygiene Activities | CTP: People Reached directly by Cash Transfer Programming Activities | Social Inclusion: People Reached directly by Social inclusion and culture of non-violence and peace Activities | Volunteers: People volunteering their time | Blood donation: People donating blood | First aid: People trained in first aid

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **ASIA PACIFIC** | | | | | | | | | | | | | | | | | |
| Lao Red Cross | 536789 | 60358 | | | | 67012 | 3340 | 262 | | | 299 | 563 | 60358 | 643 | 18 | 5,990,354 | 5,479,855 |
| Malaysian Red Crescent Society | 23444 | 24956 | 18 | | | 26853 | | | 3012 | | 28381 | 76 | | 2310 | 152 | 2,614,313 | 2,292,837 |
| Maldivian Red Crescent | 23715 | 54690 | 6988 | | 13888 | 169743 | 73710 | 16371 | | 5133 | 1006 | 20 | 32 | 143 | 20 | 730,128 | 786,876 |
| Marshall Islands Red Cross Society | | | | | | | | | | | | 9 | 0 | | 3 | | |
| Micronesia Red Cross | 13000 | 30634 | | | | | 30634 | | | | 425 | 9 | 0 | 24 | 4 | 906,190 | 939,287 |
| Mongolian Red Cross Society | 94357 | 739312 | 311135 | 37 | 174647 | 210809 | 490808 | 8791 | 15143 | 6120 | 44303 | 192 | | 18426 | 703 | 17,186,522 | 1,718,652 |
| Myanmar Red Cross Society | 3728063 | 2303156 | 1995616 | | 64684 | 3260614 | 55666 | 3989 | 3866 | 956 | 40000 | 692 | | 5678 | 330 | 11,397,164 | 11,266,889 |
| Nepal Red Cross Society | 232235 | 2458212 | 857315 | 70026 | 23223 | 1905826 | 408158 | 1102 | 29419 | 40405 | 126640 | 422 | 238836 | 2355 | 8244 | 14,606,149 | 10,946,556 |
| New Zealand Red Cross | 12144 | 105488 | 13721 | 5059 | 38942 | 61553 | 0 | 1476 | 12794 | 0 | 11925 | 576 | | 54784 | 146 | 30,878,870 | 27,418,843 |
| Pakistan Red Crescent | 31102250 | | 712000 | 1128 | 688170 | 205530 | 123678 | 46505 | 126595 | 105900 | 1165 | 635 | 2875 | 18767 | 56 | 5,626,744 | 5,124,070 |
| Palau Red Cross Society | 15520 | 4052 | 15234 | | | 12383 | 12719 | | | | 140 | 12 | 0 | 333 | 2 | 456,229 | 482,506 |
| Papua New Guinea Red Cross Society | 506709 | | 72402 | | | 72387 | 15 | | | | 700 | 24 | 0 | 912 | 13 | 473,102 | 451,555 |
| Philippine Red Cross | 5543424 | 1834689 | 136897 | 1207 | 1985 | 5551488 | 5398212 | 7774 | 14121 | 3413 | 131344 | 2221 | 283243 | 48295 | 104 | 29,679,054 | 27,959,142 |
| Red Cross Society of China | 439731865 | 27275742 | | | | | | | | | 1489316 | 18707 | | 1725699 | 105780 | 5,233,009,433 | 5,141,681,626 |
| Red Cross Society of the Democratic People's Republic of Korea | 5516834 | 183182 | 64018 | 1202 | 35203 | 5516834 | 8812 | | | | 355144 | 194 | | 126000 | 209 | 2,043,291 | 1,467,303 |
| Samoa Red Cross Society | 72606 | 131398 | 131398 | 15028 | 15028 | 131398 | 131398 | | | 72606 | 5332 | 11 | 6126 | 6502 | 2 | 375,103 | 411,312 |
| Singapore Red Cross Society | 1004112 | 73646 | | | | 82559 | | 14000 | 175 | | 18762 | 195 | 72130 | 5178 | 9 | 11,380,636 | 8,571,185 |
| Sri Lanka Red Cross Society | 4323500 | 10342 | 94552 | 33838 | 26550 | 4323500 | 565561 | 25 | 90300 | 1662 | 6162 | 80 | 1602 | 8740 | 261 | 2,975,162 | 2,994,493 |
| The Republic of Korea National Red Cross | 24449784 | 2956098 | 59747 | 0 | 50675 | 26151744 | 1015353 | 4548 | 16627 | 36567 | 124476 | 4461 | 2436210 | 62139 | 91 | 660,517,615 | 582,454,099 |

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **ASIA PACIFIC** | | | | | | | | | | | | | | | | | |
| The Solomon Islands Red Cross | 24949 | 91753 | 61 | 0 | | | | | | 676 | 222 | 28 | | 407 | 7 | 680,523 | 685,131 |
| The Thai Red Cross Society | | | | | | | | | | | | | | | | | |
| Timor-Leste Red Cross Society | 205463 | 1146 | 6348 | 1161 | 656 | 145974 | 140087 | | | 1833 | 730 | 160 | | 125 | 13 | 1,555,216 | 1,563,669 |
| Tonga Red Cross Society | 892 | 122 | 338 | 269 | | 647 | 767 | 1 | | 105 | 186 | 19 | 140 | 193 | 4 | 643,478 | |
| Tuvalu Red Cross Society | 2342 | 1846 | 1124 | 286 | | 4812 | 1200 | | | 1133 | 478 | 6 | 0 | 44 | 8 | 130,493 | 120,514 |
| Vanuatu Red Cross Society | 78731 | 1717 | 1068 | 209 | 4000 | 77543 | 4821 | | 26 | 1500 | 1149 | 37 | 0 | 335 | 7 | | |
| Vietnam Red Cross Society | 27363 | 3960018 | 8978 | 9485 | 21353 | 3939634 | 127406 | 0 | 262198 | 0 | 384940 | 16806 | 1405336 | 62961 | 17127 | 5,918,624 | 2,976,457 |
| **EUROPE & CENTRAL ASIA** | | | | | | | | | | | | | | | | | |
| Albanian Red Cross | 206000 | 150000 | 20000 | 44000 | 60700 | 70000 | 11000 | 50 | 1100 | 3740 | 2750 | 53 | 3516 | 59000 | 39 | 4,605,354 | 4,252,301 |
| Andorran Red Cross | 0 | 4604 | | | | | | | | | 613 | 26 | | 2126 | 1 | 1,799,903 | 1,763,116 |
| Armenian Red Cross Society | 48010 | 3761 | 45030 | | 18421 | 454306 | 85000 | 91751 | 11500 | 4600 | 3082 | 131 | | 2500 | 63 | 5,607,363 | 5,545,745 |
| Austrian Red Cross | | 3500369 | | | | 3864518 | | 8629 | 3077 | 29177 | 72438 | 14505 | 211556 | 317766 | 143 | 61,352,833 | 61,043,200 |
| Belarus Red Cross | 36675 | 785014 | 65000 | 24 | 97339 | 74996 | 42558 | 1828 | 7904 | 59794 | 16587 | 424 | 686 | 12376 | 158 | 580 | 560 |
| Belgian Red Cross | 1000 | | | | | | | 16724 | | | 24947 | 3573 | 253729 | 54089 | 337 | | |
| British Red Cross | 195362 | | | | | 197091 | | 30147 | 9300 | 100197 | 11190 | 3942 | | 108857 | 0 | 363,268,725 | 351,358,275 |
| Bulgarian Red Cross | 457205 | 460908 | 539342 | 330 | 515692 | 385233 | 287032 | 7831 | 511 | 148403 | 16660 | 513 | 112000 | 80558 | 35 | 12,790,954 | 12,265,922 |
| Croatian Red Cross | 49735 | 197839 | 301 | 619 | 24799 | 500765 | 1826 | 5171 | 590 | 1072 | 10292 | 1971 | 0 | 35546 | 131 | 7,814,475 | 7,701,917 |
| Cyprus Red Cross Society | 12274 | 3733 | | | 8480 | 808 | | 7052 | | 197 | 2178 | 46 | 277 | 383 | 10 | 1,021,396 | |
| Czech Red Cross | 35604 | 287080 | | | | 11669 | | | | 4563 | 15693 | 582 | 358594 | 25739 | 65 | | |
| Danish Red Cross | 23000 | 24493 | | | | 13801 | | 9979 | | | 32343 | 908 | | 100000 | 203 | 194,373,167 | 192,359,753 |
| Estonia Red Cross | 0 | 0 | 0 | 0 | 1003 | 2750 | 12593 | 0 | 0 | 0 | 316 | 29 | 0 | 6679 | 17 | 1,378,599 | 1,314,466 |

DRER: People Reached by Disaster Response and Early Recovery Programmes | LTSDP: People Reached by Long-Term Services and Development Programmes | DRR: Disaster Risk Reduction | WASH: People Reached directly by Water, Sanitation and Hygiene Activities | CTP: People Reached directly by Cash Transfer Programming Activities | Social Inclusion: People Reached directly by Social inclusion and culture of non-violence and peace Activities | Volunteers: People volunteering their time | Blood donation: People donating blood | First aid: People trained in first aid

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **EUROPE & CENTRAL ASIA** | | | | | | | | | | | | | | | | | |
| Finnish Red Cross | | 69 | | | | 4104 | | 6156 | 1241 | 20686 | 20966 | 213 | 127712 | 89008 | 446 | 154,398,666 | 142,365,472 |
| French Red Cross | 901599 | | | | | | | | | 146 | 59964 | 18942 | | 168057 | 1177 | 1,667,804,833 | 1,566,728,429 |
| German Red Cross | 72920 | | 420335 | 82576 | 445781 | 2607055 | 1342509 | | 274264 | | 430846 | 183684 | 1500000 | 1800000 | 4615 | 9,924,769,909 | 9,924,769,909 |
| Hellenic Red Cross | 82895 | 161072 | 11576 | 1020 | 29860 | 106943 | 7000 | 57099 | 2816 | 71063 | 4478 | 554 | 519 | 6956 | 86 | 17,708,494 | 18,450,418 |
| Hungarian Red Cross | 2183931 | | 300 | 20 | | 12289 | | 726 | | 328591 | 11540 | 951 | 218399 | 95787 | 1548 | 24,610,843 | 23,533,525 |
| Icelandic Red Cross | 2966 | 23658 | 12243 | 759 | 1725 | 1815 | 200 | 1462 | 1178 | 10000 | 3772 | 131 | | 8233 | 31 | 18,427,899 | 18,492,380 |
| Irish Red Cross Society | | | | | | | | 185 | | | 2600 | 45 | | 3550 | 79 | 9,020,917 | 8,280,950 |
| Israel - Magen David Adom in Israel | | 28220 | 28220 | | | 4307000 | 28220 | 50 | | | 22397 | | 269958 | 250000 | 180 | | |
| Italian Red Cross | 1607 | | 1068 | | 156308 | | 800 | 14540 | 17070 | | 148613 | | | 27025 | 1415 | 132,870,490 | 132,756,048 |
| Kazakh Red Crescent | 7708230 | 105384 | 17183 | | 76681 | 7707731 | | 2846 | 4928 | | 3845 | 103 | | 5326 | 18 | 2,899,302 | 2,890,642 |
| Latvian Red Cross | | | | | | | | | | | 1041 | 1863 | | | 22 | 15,851,009 | 15,321,741 |
| Liechtenstein Red Cross | | | | | | | | | | 4688 | | 46 | 1122 | 188 | 1 | | |
| Lithuanian Red Cross Society | | 1666 | | 25 | 754 | 2302 | | 1420 | | | 1687 | 104 | | 4770 | 14 | 3,107,786 | 2,671,212 |
| Luxembourg Red Cross | 635 | 34650 | 0 | 3644 | 5762 | 15167 | 0 | 2876 | 208 | 465 | 2144 | 2716 | 13726 | 627 | 225 | 242,748,248 | 242,415,573 |
| Malta Red Cross Society | | | | | | | | | | | | | | | 1 | | |
| Norwegian Red Cross | 5552 | 75095 | | | | 741321 | | 4812 | | 83654 | 43000 | 613 | 96603 | 1421 | 375 | 214,185,558 | 202,254,635 |
| Polish Red Cross | 3600 | 57412 | 7828 | 5134 | 290000 | 290000 | 6000 | 795 | 0 | 850000 | 43250 | 5724 | 123064 | 9095 | 220 | 46,082,641 | 46,573,197 |
| Portuguese Red Cross | 433190 | 281848 | 105960 | 1692 | 101236 | 213243 | | 312 | 3000 | 109657 | 4044 | 2500 | | 2255 | 162 | 94,391,207 | 95,204,361 |
| Red Crescent Society of Azerbaijan | 146000 | 37726 | | | | 914872 | | 2610 | | | 23148 | 162 | 392 | 7204 | 92 | 1,435,325 | 1,088,716 |
| Red Cross Society of Georgia | 1339 | 4124 | 135278 | | 37678 | 96636 | 931 | | 553 | 15850 | 10299 | 190 | | 31611 | 39 | 3,242,998 | 3,232,268 |

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **EUROPE & CENTRAL ASIA** | | | | | | | | | | | | | | | | | |
| Red Cross Society of the Republic of Moldova | | | | | | | | | | | | | | | | | |
| Red Cross of Monaco | | 9306 | | | 2490 | 2753 | 0 | | | 159 | 536 | 64 | 1081 | 1481 | 1 | 6,417,307 | 8,115,086 |
| Red Cross of Montenegro | 196572 | 429895 | 497 | 0 | 186953 | 39549 | 186953 | 5065 | | 27327 | 1720 | 71 | 0 | 985 | 23 | 2,963,236 | 2,772,201 |
| Red Cross of North Macedonia | 208000 | 20658 | 20658 | 1041 | 45480 | 17827 | 269149 | 46256 | 3000 | 2240 | 6980 | 226 | 46800 | 14420 | 34 | 3,705,589 | 2,956,532 |
| Red Cross of the Republic of San Marino | | | | | | | | | | | 21 | | | 9 | 1 | 173,331 | 199,432 |
| Romanian Red Cross | | | | | 14109 | 850944 | 262950 | 690 | | 54341 | 5984 | 50 | 851 | 14942 | 47 | 21,056,083 | 19,434,765 |
| Slovak Red Cross | 4187 | 122762 | 418157 | | 22 | 77014 | 566 | | | 16843 | 4404 | 419 | | 23057 | 959 | 10,605,677 | 10,542,633 |
| Slovenian Red Cross | 270398 | 0 | 80545 | 0 | 120342 | 124300 | | 6400 | 4395 | 57880 | 14851 | 18 | 86846 | 21538 | 56 | 8,008,416 | 9,517,843 |
| Spanish Red Cross | 2699490 | 1033114 | 518667 | 143186 | 98820 | 1215773 | 1059860 | 162949 | 162070 | 934294 | 255929 | | 148486 | 113432 | 1362 | 930,926,727 | 908,256,320 |
| Swedish Red Cross | | | | | | | | | | | 25000 | 798 | | 150000 | 643 | 129,394,526 | 124,620,788 |
| Swiss Red Cross | 39730 | 469228 | | | 4400 | 20900 | | | 14430 | | 52320 | 5036 | 177151 | 76465 | 103 | 575,345,000 | 582,355,000 |
| The Netherlands Red Cross | | | | | | | | | | | 14464 | 490 | | 80242 | 185 | 168,272,520 | 144,002,445 |
| The Red Cross Society of Bosnia and Herzegovina | 8243 | 67335 | 1870 | 23419 | 41478 | 30203 | 30701 | 13768 | 2301 | 91 | 10128 | 328 | 30345 | 28473 | 164 | 1,966,957 | 1,966,957 |
| The Red Cross of Serbia | 757178 | 156701 | 2200 | 117279 | 477774 | 650950 | 167673 | | 2947 | 178923 | 51434 | 843 | | 18407 | 185 | 2,385,788 | 2,384,795 |
| The Russian Red Cross Society | 751462 | | | | 391926 | 922340 | 751000 | 10750 | | 10640 | 19539 | 300 | 15070 | 18416 | 600 | 1,777,590 | 1,762,922 |
| Turkish Red Crescent Society | 18456221 | 8286242 | 426498 | 56718 | 9417554 | 8639662 | 5555269 | 4870858 | 4867197 | 950700 | 149694 | 11443 | 1865502 | 1409061 | 1204 | 782,992,203 | 794,448,122 |
| Ukrainian Red Cross Society | 25643 | 5074 | 5341 | | 104521 | 207615 | 47227 | | 3151 | 52 | 2720 | 535 | 1619 | 8624 | 224 | 10,099,067 | 10,500,110 |

DRER: People Reached by Disaster Response and Early Recovery Programmes | LTSDP: People Reached by Long-Term Services and Development Programmes | DRR: Disaster Risk Reduction | WASH: People Reached directly by Water, Sanitation and Hygiene Activities | CTP: People Reached directly by Cash Transfer Programming Activities | Social Inclusion: People Reached directly by Social inclusion and culture of non-violence and peace Activities | Volunteers: People volunteering their time | Blood donation: People donating blood | First aid: People trained in first aid

| National Society | DRER | LTSDP | DRR | Shelter | Livelihoods | Health | WASH | Migration | CTP | Social Inclusion | Volunteers | Paid Staff | Blood donation | First aid | Local units | Income CHF | Expenditure CHF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **MIDDLE EAST AND NORTH AFRICA** | | | | | | | | | | | | | | | | | |
| Algerian Red Crescent | 11663 | | | 10000 | 11663 | | | | | | 20000 | | | | 48 | | |
| Bahrain Red Crescent Society | | | | | 18780 | 2200 | | | 804 | | 48 | 23 | | 429 | 1 | 1,422,837 | 5,986,795 |
| Egyptian Red Crescent Society | 128248 | 236177 | 77746 | 0 | 28199 | 349438 | 274872 | 26226 | 5264 | 25573 | 33432 | 395 | 79559 | 8942 | 38 | 8,147,791 | 7,321,568 |
| Iraqi Red Crescent Society | 349344 | 5100879 | 373376 | | | 6388078 | 1795157 | 21 | 654 | 21926 | 11539 | 2469 | 115 | 86 | 138 | 25,293,711 | 25,051,187 |
| Jordan National Red Crescent Society | 55660 | 1833 | 21 | | 77625 | 121530 | 43215 | 84959 | 150936 | 15539 | 770 | 52 | | 31 | 11 | 421,566 | 292,664 |
| Kuwait Red Crescent Society | | | | | 4376 | | | | | | 1000 | | | | | 10,113,570 | 6,867,686 |
| Lebanese Red Cross | 182744 | 141291 | 487030 | 1010 | 51 | 278731 | 83804 | 296584 | 140230 | 29377 | 13650 | 399 | 32619 | 5641 | 197 | 101,981,207 | 3,577,465 |
| Libyan Red Crescent | 107756 | | 61320 | | 2888 | 16536 | | 4200 | 25086 | 69 | 2973 | 524 | | 243 | 41 | 4,750,233 | 3,095,372 |
| Moroccan Red Crescent | | | | | 1329000 | 843029 | | | | | 8000 | | | | 380 | | |
| Qatar Red Crescent Society | | | 3140 | 49 | | 1257968 | | 48005 | 277 | | 2408 | 208 | | 61476 | 1 | 63,402,272 | 54,140,531 |
| Red Crescent Society of the Islamic Republic of Iran | 215975 | 32092 | 662458 | 31292 | 2348314 | 6918720 | 66144 | 132662 | 17500 | 35000 | 1318841 | 8019 | 67251 | 591870 | 6686 | 83,035,522 | 82,197,324 |
| Red Crescent Society of the United Arab Emirates | | | | | | | | | | | 45463 | | | | 11 | | |
| Saudi Red Crescent Authority | | | 61535 | | | 441788 | | 21 | | | 28527 | | | 130198 | 469 | | |
| Syrian Arab Red Crescent | 6274018 | | 128577 | 494000 | 6343700 | 2166517 | 14000526 | | 13080 | 308778 | 7786 | 6075 | | 8962 | 109 | | |
| The Palestine Red Crescent Society | 350367 | 1461858 | 252173 | 11112 | 714928 | 1223644 | 51000 | 0 | 0 | 64932 | 6383 | 3860 | | 4051 | 36 | 7,740,588 | 6,847,291 |
| Tunisian Red Crescent | | | | 10000 | 10000 | 12024 | 10000 | | | 2500 | 8000 | | | | 270 | | |
| Yemen Red Crescent Society | 3680876 | 1699422 | 695503 | 598808 | 635532 | 3671527 | 415482 | 403627 | 368097 | | 4514 | 476 | | 2495 | 31 | 4,452,352 | 3,709,803 |

# Appendix 2:
# Missing data and limitations

# Limitations and things to consider when using and interpreting FDRS data

Individual sectors, mappings and other initiatives often have their own data systems which may contain more detailed data on particular themes. This kind of data is mostly project-focused and is normally reported by National Societies' technical focal points. The FDRS team is continuously collaborating with IFRC Secretariat colleagues to align data collection processes and timelines. As part of the common data model digital transformation workstream, we are working towards building organization-wide standards and measures to ensure that data is comparable.The FDRS is ambitious and wide reaching. Data quality is improving all the time, but there will always be some problems and things to bear in mind when using and interpreting the data. Here are some points to consider.

- 1. Missing data: Data is not available for some indicators for some National Societies in some years. The National Societies that did provide data may not be typical and so analyses and summaries of this data may not be valid for all National Societies.

- 2. Missing disaggregation: In particular, sex and age-disaggregated data can be a challenge to collect, so there are still many National Societies which do not provide it. This means when breaking down FDRS data by sex and age, the number of National Societies covered by the data might be smaller than expected and these National Societies might not be representative of all. Also, "other" or "unknown" sex (and age) were not considered in this year's analysis, which means that sometimes the totals for sex or age disaggregated data may be less than for the same indicators when they are reported without disaggregation. IFRC (2017). Disaster Risk Reduction Mapping.

- 3. Standardisation and regularity of reporting: Every National Society has its own ways of recording data, which may also change over time. It is a big achievement of the FDRS to provide a set of definitions of key data which are clear and not too difficult to use. But it has taken some years for National Societies to gradually adopt the FDRS definitions. When comparing countries or years, there are still some limitations on the comparability of data due to the different methodologies of data collection, sample sizes, definitions, and frequency of reporting.

- 4. Time lag: The availability of definitive figures can depend on internal processes which are tied to a particular cycle, usually annual, which might not coincide well with the FDRS data cycle. This means data for one year is usually published in the FDRS up to a year later. For example, data on income and expenditure is constrained by the availability of the most recent audited financial statements. This is due to varying fiscal years, and corresponding planning and reporting cycles of the National Societies.

- 5. Reporting bias: The data submitted through the FDRS is self-reported information by each National Society, which is the owner and gatekeeper, and responsible for accuracy and updating. The FDRS team tries to triangulate the data provided by the National Societies with previous data and other data in the public domain. However, it is always possible that a National Society might try to provide data which is not accurate, for example because it wants to present itself in a better light.

- 6. Knowing the data: Context is important. Although the numbers in the FDRS are now quite reliable, it is still important to think carefully about the context of the particular National Society and the meaning of the indicators in each context before interpreting the data. For example, when a country experiences disasters in a given year, that will strongly affect the National Society's operations and this will be reflected in the data, even in the following years.

- 7. Data management systems: despite technological advances, data collection is still a big challenge for some National Societies due to lack of systems in place, even for their own core activities. The new FDRS Quality of Data Index is beginning to take these factors into account (see Chapter 3, Everyone Counts Report 2019).

- 8. Indicators are recorded in the country where activities take place: This sometimes confuses National Societies which are assisting other National Societies. For example, suppose a National Society from Europe is supporting another in the Americas and recording project data disaggregated by disability, although the European National Society may not disaggregate their home country activities in this way. They then notice that the FDRS does not show their National Society as reporting data disaggregated by disability. To understand this, they should remember that as with other indicators in the FDRS, it is the National Society in the country where the activities take place which should report the information, whether it is an indicator like people reached or one like using this kind of disaggregation.

# Imputting missing data

The FDRS is ambitious and wide reaching. Although the data quality and reporting are improving each year, data is missing for some National Societies. As a result, some data fluctuations may be misleading: trend lines can drop for a given year when there is missing data, and some National Societies are excluded from the total and then appear again in another year.

In order to better represent the network and better count everyone, FDRS implement every year data imputation techniques. This year, the approach chosen and described in this subsection was to replace the 2019 and 2020 missing data as well as to apply two different techniques according to the indicator categories, in the previous years all NSs reported their data then no input technique was employed. The imputing applies only to main indicators and does not apply to disaggregated levels to maintain consistency across years. This approach is described in more detail here.

For every combination of one National Society and one main indicator of FDRS sections NS Governance & Structure and NS Finance & Partnerships:

If a value is missing for a year between 2019 and 2020, but there is at least one non-missing value in a later or an earlier year from 2018, replace the missing value:

- Looking at the years before this one, propagate last non-missing observation forward to next observation.
- If all the values for every year between 2019 and 2020 are missing, ignore this National Society for this indicator.

For every combination of one National Society and one main indicator of FDRS section NS Reach:

If a value is missing for a year between 2019 and 2020, but there is at least one non-missing value in a later or an earlier year from 2018, replace the missing value:

- Looking at the years before this one, returns the mean of the non-missing values among these previous years.
- If all the values for every year between 2019 and 2020 are missing, ignore this National Society for this indicator.

| Example: Indicator for number of local units, Nolandia National Society: | 2018 | 2019 | 2020 |
|---|---|---|---|
| Local units | 150 | Missing | Missing |

| Missing values are replaced like this | 2018 | 2019 | 2020 |
|---|---|---|---|
| Local units | 150 | 150 | 150 |

| Example: Indicator for number of people reached by WASH activities, Nolandia National Society | 2018 | 2019 | 2020 |
|---|---|---|---|
| People Reached by WASH activities | 200,000 | 500,000 | Missing |

| Missing value is replaced like this | 2018 | 2019 | 2020 |
|---|---|---|---|
| People Reached by WASH activities | 200,000 | 500,000 | 350,000 |

# Appendix 3:
# **Methodology**

# Diversification index

NSs reported to FDRS their 14 income sources. To assess its diversification, an index was calculated as following. If the NS sources of income were equally distributed, each of the 14 sources would represent 7.14% (100%/14 sources) of the total income. To calculate an index of income sources diversification the following calculation was performed: sum the differences of each source of income to 7.14% and normalize it between 0 and 1 to form an index. For example, suppose a NSs reported the following income sources composition, 10.14% of the total income originated from IFRC, 4.14% from ICRC and the remaining 12 sources represented 7.14% each of the NS total income, the index is the the absolute value of (10.14%-7.14%) +(4.14%-7.14%) +(12(7.14%-7.14%) =6. However, if the NS has 99% of IFRC and 1% of ICRC the index would be (99%-7.14%) + (1%-7.14%) +(12(7.14%-0%) = 183.7. Normalizing these scores to an index of 0 to 1, where the latter represents the NS with the most diverse income sources composition

# Econometric model about staff insurance levels- chapter 3

This report tried to model the insurance level of National Societie's staff according to NSs characteristics, most of them measured by OCAC. The first data limitation originates from the fact that OCAC has not evaluated all NSs and the evaluations does not happen every year, most of the NSs were actually evaluated once and in very few cases twice or three times since 2012 (when FDRS started to collect some of the indicators presented in this report). The second limitation comes from the possible measurement errors from FDRS and OCAC data collection as part of the latter relies on NSs self-reporting. For example, FDRS collects NSs data and perform quality data checks, but ultimately, NSs decides their figures to be reported - and eventually have just partial data.

The model presented in the chapter 3 aimed to predict the insurance level of NSs paid staff taking into account available data collected by FDRS and OCAC, between 2016-2020 as the former has started to collect paid staff insurance data since 2016. Some NSs were assesed before 2016 and their OCAC scores were used in order to not limit the size of the sample of NSs used in the estimation, however NSs assessed before 2014 were not included in the analysis. The argument to include these National Societies in the model is that OCAC measures NSs characteristics which are relatively stable (i.e., do not change in the medium-term). The model presented is only an initial step to better understand what features influence the paid staff insurance levels. The model attempts to predict the level of the insurance coverage of paid staff given some OCAC attributes above as well as other variables such as: NS Income (CHF), country income group, whether the NS is in a disaster context (DREF or Emergency Appeal) and NS number of paid staff.

OCAC assesses different sections of the NSs with several attributes each. Find next a summarized list of these sections and respective OCAC attributes in parenthesis: 1."To exist"(1-14), 2."To organise" (15-17), 3."HR-staff"(18-23), 4."HR-Volunteers" (24-26), 5."Security and Safety" (27-28), 6."Infrastructure" (29-30), 7."ICT" (31-32), 8."Logistics" (33-35), 9."Financial Management" (36-46), 10."Admin" (46-48), 11."Legal"(49-50), 12."Internal communication and decision making" (51-57),13. "To relate and mobilise" (58-64), 14."Volunteers" (65-67), 15."Financial resource and mobilisation" (68-75), 16."To perform" (76-80),17. "To grow" (81-85).

Out of these 85 attributes, some are expected to be associated with the NSs level of staff insurance coverage. This analysis attempted to cover the expected sections to be related with the later rate and among them choose the most relevant attributes. Among them the following were chosen: OCAC 28 (Security safety training and culture), 23 (Staff compensation), 16 (Working conditions), 36 (Financial consolidation), 50 (Contract management), 58 (External communication) and attribute 81 (Evaluation). Other alternatives attributes were tested and the later proved to have a better fit. The inclusion of variables in such types of models should be carefully thought to avoid overfitting (several variables measuring the same features) and endogeneity. Ideally, a theoretical model should motivates the inclusion of the model variables, but, given the very specific context, the variables were selected intuitively especially because the model selection algorithms performed (stepwise procedure and global methods) provided inflated models with around 20 variables which in some of the cases measured intuitively the same characteristics of the NSs and features that theoretically have no relationship with paid staff insurance levels.

The model could be summarized as follow: $Y_{it} = \alpha i + \beta X_{it} + \mu_{it}$

Where "Insurance level" (Y) represents the percentage of paid staff insured in the NS, alfa is a constant level (which tells the median level of the insurance level regardless other factors), beta represents the coefficients which measures the impact of the above variables on the insurance levels and finally "u" reflects a stochastic error (variables that affect such levels but are not included in the model). The subscripts i and t stand respectively for each NS and year. The data explored by this model comprises the observations of all reporting NSs in the period of 2016-2020.

To fit the data, panel models were assessed. Unobserved individual characteristics of each NSs could bias the prediction, which would be solved by a fixed effect model that has loss of information as the main disadvantage. The comparison between fixed and random effects models done with a Hausmann test recommends the later. However, as most of the OCAC scores, which formed most of the independent variables (Xs), do not vary in time and we are interested in estimating their effects, a fixed effect model unables us to estimate them, justifying the usage of a random effects model. A Mundlak procedure could be used to improve the results as two time varying variables (but not statistically significant) were considered (NSs income and n° of paid staff).

Given the nature of the dependent variable, insurance levels are truncated between 0 and 1 in the sense that paid stass insurance percentages cannot be lower than 0% neither higher than 100%. Therefore a logit specification was used together with a general linear model (GLM) random effects to fit the data.

Because of the confidential nature of the data (NSs individual OCAC scores are not public data), the codes and datasets are not public available to reproduce the results. A formal request would be needed to access them.

The next table shows the results of the estimates.

Generalized linear models, Link: Logit
Dependent variable: Staff insurance coverage share

| | Coefficient | P-value | C.I. |
|---|---|---|---|
| *logTotIncomeCHF* | 0.18 | 0.20 | (−0.10, 0.47) |
| *crisis_1* | 0.31 | 0.40 | (−0.41, 1.04) |
| *crisis_2* | 0.50 | 0.26 | (−0.37, 1.38) |
| *Year_2017* | 0.33 | 0.41 | (−0.47, 1.14) |
| *Year_2018* | −0.16 | −0.64 | (−0.86, 0.53) |
| *Year_2019* | 0.82 | 0.11 | (−0.18, 1.82) |
| *Year_2020* | 0.57 | 0.21 | (−0.32, 1.47) |
| *logTot_Staff* | −0.24 | 0.18 | (−0.60, 0.11) |
| *SecuritySafetyManagement_25* | 0.28 | 0.71 | (−1.22, 1.78) |
| *SecuritySafetyManagement_50* | 0.22 | 0.75 | (−1.17, 1.62) |
| *SecuritySafetyManagement_75* | 3.45 | 0.00*** | (1.23, 5.66) |
| *SecuritySafetyManagement_100* | 3.90 | 0.00*** | (1.00, 6.80) |
| *Staffcompensation_25* | 1.16 | 0.08* | (−0.16, 2.50) |
| *Staffcompensation_50* | 1.74 | 0.04** | (0.04, 4.45) |
| *Staffcompensation_75* | 2.53 | 0.00*** | (0.83, 4.23) |
| *Staffcompensation_100* | 5.02 | 0.00*** | (1.87, 8.16) |
| *Evaluations_25* | 1.24 | 0.18 | (−0.60, 3.09) |
| *Evaluations_50* | 1.65 | 0.20 | (−0.88, 4.19) |
| *Evaluations_75* | 6.27 | 0.00*** | (2.21, 10.33) |
| *Evaluations_100* | 1.67 | 0.29 | (−1.45, 4.79) |
| *Workingconditions_25* | 0.16 | 0.92 | (−3.20, 3.54) |
| *Workingconditions_50* | −0.35 | 0.56 | (−1.56, 0.85) |
| *Workingconditions_75* | −1.61 | 0.02** | (−3.02, −0.21) |
| *Workingconditions_100* | −3.20 | 0.00*** | (−4.93, −1.48) |
| *Consolidation_25* | −1.51 | 0.04** | (−2.92, −0.09) |
| *Consolidation_50* | −0.32 | 0.63 | (−1.66, 1.01) |
| *Consolidation_75* | −1.86 | 0.00*** | (−3.05, −0.67) |
| *Consolidation_100* | −2.93 | 0.00*** | (−5.06, −0.81) |
| *ContractManagement_25* | 1.58 | 0.06** | (−0.12, 3.30) |
| *ContractManagement_50* | 0.01 | 0.98 | (−1.57, 1.60) |
| *ContractManagement_75* | 0.11 | 0.89 | (−1.68, 1.92) |
| *ContractManagement_100* | −0.10 | 0.92 | (−2.12, 1.92) |
| *Low_income* | −1.10 | 0.28 | (−3.11, 0.90) |
| *Lower_middle_income* | −2.32 | 0.02** | (−4.41, −0.25) |
| *Upper_middle_income* | −1.07 | 0.21 | (−2.74, 0.60) |
| *constant* | −1.43 | −0.50 | (−5.70, 2.82) |
| (1/df) Deviance | 0.69 | | |
| (1/df) Pearson | 0.96 | | |
| No. of obs | 293 | | |
| AIC | 0.98 | | |
| BIC | -1282.849 | | |
| (Std. Err. adjusted for 78 clusters in country) | | | |

Nota: * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

Generalized linear models, Link: Logit
Dependent variable: Staff insurance coverage share
Predicted mean of share of staff insured

| | dy/dx (percentage) | P-value | C.I. |
|---|---|---|---|
| $logTotIncomeCHF$ | 0.02 | 0.20 | $(-0.01, 0.06)$ |
| $crisis_1$ | 0.04 | 0.40 | $(-0.05, 0.13)$ |
| $crisis_2$ | 0.06 | 0.24 | $(-0.04, 0.17)$ |
| $Year_2017$ | 0.04 | 0.41 | $(-0.06, 0.14)$ |
| $Year_2018$ | $-0.02$ | $-0.64$ | $(-0.11, 0.07)$ |
| $Year_2019$ | 0.10 | 0.11 | $(-0.02, 0.23)$ |
| $Year_2020$ | 0.07 | 0.21 | $(-0.04, 0.19)$ |
| $logTot_Staff$ | $-0.03$ | 0.18 | $(-0.07, 0.01)$ |
| $SecuritySafetyManagement_25$ | 0.04 | 0.71 | $(-0.16, 0.24)$ |
| $SecuritySafetyManagement_50$ | 0.03 | 0.75 | $(-0.15, 0.22)$ |
| $SecuritySafetyManagement_75$ | 0.35 | 0.00*** | $(0.21, 0.49)$ |
| $SecuritySafetyManagement_100$ | 0.37 | 0.00*** | $(0.22, 0.52)$ |
| $Staffcompensation_25$ | 0.17 | 0.07* | $(-0.01, 0.34)$ |
| $Staffcompensation_50$ | 0.25 | 0.03** | $(0.02, 0.47)$ |
| $Staffcompensation_75$ | 0.35 | 0.00*** | $(0.13, 0.55)$ |
| $Staffcompensation_100$ | 0.52 | 0.00*** | $(0.35, 0.68)$ |
| $Evaluations_25$ | 0.18 | 0.18 | $(-0.08, 0.43)$ |
| $Evaluations_50$ | 0.23 | 0.20 | $(-0.11, 0.58)$ |
| $Evaluations_75$ | 0.54 | 0.00*** | $(0.26, 0.82)$ |
| $Evaluations_100$ | 0.23 | 0.29 | $(-0.19, 0.66)$ |
| $Workingconditions_25$ | 0.01 | 0.92 | $(-0.32, 0.35)$ |
| $Workingconditions_50$ | $-0.04$ | 0.56 | $(-0.16, 0.09)$ |
| $Workingconditions_75$ | $-0.18$ | 0.02** | $(-0.34, -0.02)$ |
| $Workingconditions_100$ | $-0.37$ | 0.00*** | $(-0.51, -0.22)$ |
| $Consolidation_25$ | $-0.19$ | 0.04** | $(-0.37, -0.00)$ |
| $Consolidation_50$ | $-0.03$ | 0.63 | $(-0.19, 0.11)$ |
| $Consolidation_75$ | $-0.24$ | 0.00*** | $(-0.38, -0.09)$ |
| $Consolidation_100$ | $-0.38$ | 0.00*** | $(-0.62, -0.14)$ |
| $ContractManagement_25$ | 0.20 | 0.07** | $(-0.02, 0.42)$ |
| $ContractManagement_50$ | 0.00 | 0.98 | $(-0.21, 0.21)$ |
| $ContractManagement_75$ | 0.01 | 0.89 | $(-0.23, 0.26)$ |
| $ContractManagement_100$ | $-0.01$ | 0.92 | $(-0.29, 0.26)$ |
| $Low_income$ | $-0.14$ | 0.28 | $(-0.37, 0.10)$ |
| $Lower_middle_income$ | $-0.31$ | 0.01** | $(-0.55, -0.06)$ |
| $Upper_middle_income$ | $-0.13$ | 0.16 | $(-0.31, 0.05)$ |

Nota: * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

The table on the left shows the impact of one unit increase in each variable on the median level of paid staff insured. While the first table show the coefficients, the second indicates their interpretation by calculating their derivatives so one unit increase in each of the variables could be associates with a percentage change in the insurance level (the dependent variable).

The variables on the right show all the scores of the respective OCAC attributes except score zero, which is the one use as reference for comparison. For example, a NS with a 100 score in attribute Security Safety Training and culture is associated with about 37% more coverage than a NS with score zero. This interpretation is the same for the other variables. When it comes to income group, the reference is high income NSs, therefore, being a NS located in either other groups is associated with lower levels of insurance, as expected.

Some variables confirm to be statistically in line with the expected intuition of their relation with staff insurance rates, but other raise interesting reflections.

The attribute Security safety training and culture follows the conclusions of previous graphs but didn't proved to be the main driver as staff compensation and evaluations had a higher impact. Curiously, "evaluations" had the higher coefficient. NSs with the highest score on such are defined as NS which systematically evaluates all their activities, and publicly posts their evaluation reports. This NS is recognised by others (outside the NS) as a model of an accountable and transparent organisation.

Working conditions attribute is negatively associated with the percentage of paid staff insured. This last result is less intuitive, but it could be interpreted as follow: NS with better working conditions could compensate alternatively the insurance coverage, or it reflects a safer NS environment, which does not require an insurance. The same can be said to financial consolidation.

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