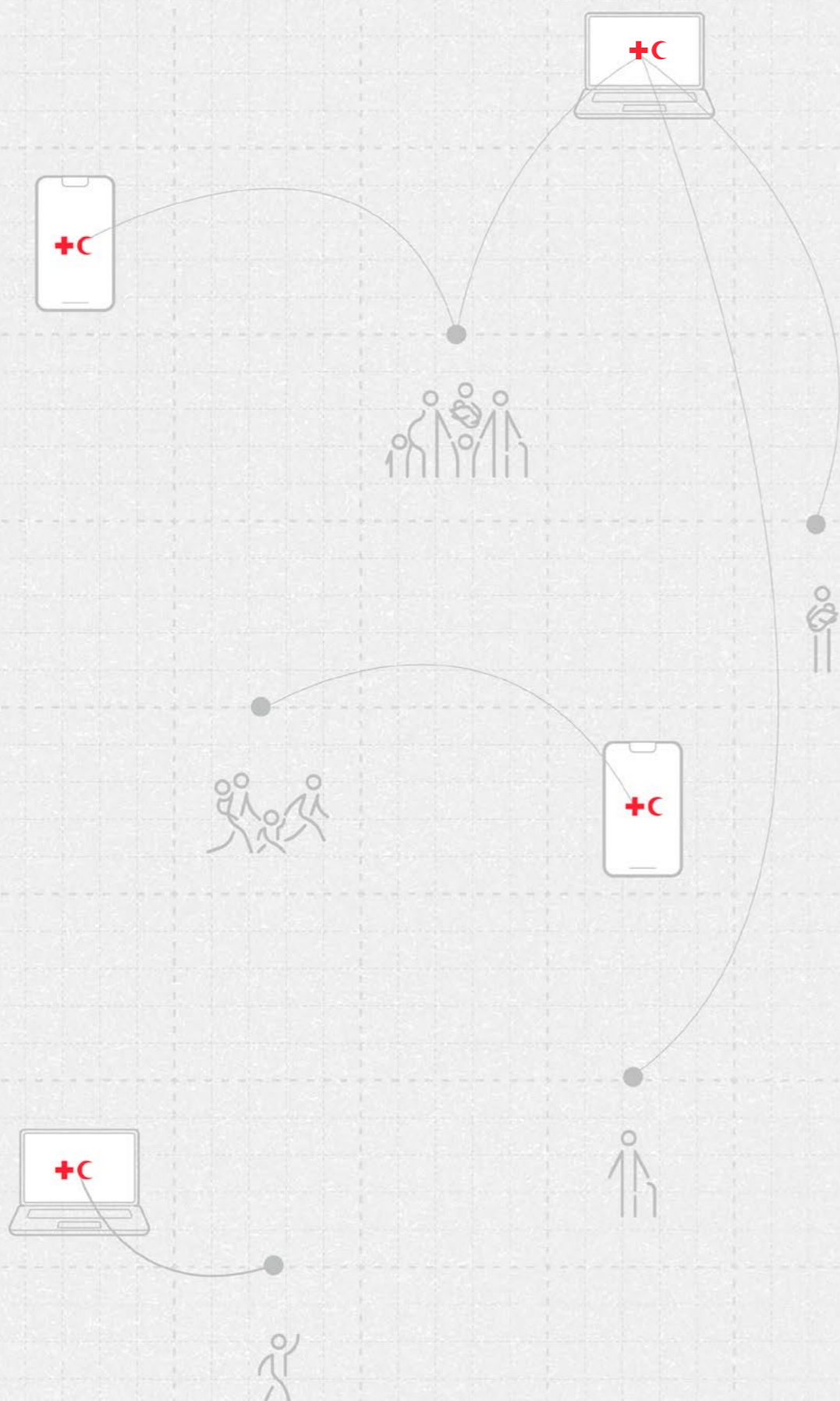


IMPACT REPORT 2025

TURNING DATA
INTO ACTION



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FOREWORD

SUPPORTING HUMANITARIAN ACTION WITH DATA AND DIGITAL

Humanitarian needs are growing, while resources are under increasing pressure. At the same time, expectations around speed, accountability and transparency continue to rise when it comes to humanitarian assistance. In this context, data and digital tools are not an end in themselves, they help us understand where needs are greatest, so support can be delivered faster, more fairly, and with greater dignity. This clarity allows limited resources to be used more responsibly, reaching the right people at the right time.

The Netherlands Red Cross' data and digital team, 510, exists to support this shift. We work across the Red Cross Red Crescent Movement to strengthen how humanitarian organisations use data and digital systems in practice. Our role is to provide long-term technical expertise, not as a one-off solution, as a partner that helps teams build the skills, confidence and systems they need to lead their own work.

Throughout this report, you will see how data and digital innovation supported humanitarian action in 2025, from acting earlier ahead of disasters, to delivering cash assistance, to listening

and responding to community feedback. Each chapter starts with people, because that's where the impact truly begins. Tools and systems only matter insofar as they improve real decisions, real services and real lives.

Digital transformation is often misunderstood as a technical challenge. In our experience, it is mainly about people, habits and leadership. Technology can enable change, but lasting impact comes from local ownership, careful adaptation and trust built over time. That is why we focus on working alongside National Red Cross and Red Crescent Societies, supporting local teams through tools they can manage on their own.

This first annual impact report highlights our growth and accomplishments across 2025, but it is the culmination of ten years of many individuals dedicating their time and skills to transforming how humanitarians operate through data and digital tools, ever since 510's inception in March 2016. Together, we are strengthening humanitarian action that is better prepared, more responsive and more accountable, today and for the years ahead.

HARM GOOSSENS
Secretary General of the
Netherlands Red Cross



INTRODUCTION

Humanitarian action is driven by the needs and experiences of people affected by crises. Digital tools and reliable information help translate those needs into fast, responsible action that delivers support where it is needed most. Across the Red Cross Red Crescent Movement, National Societies are working in increasingly complex environments, shaped by climate risks, protracted crises and rising expectations for accountability. In this context, digital transformation is not an end, but a means to strengthen how humanitarian action is planned, delivered and improved, and to advance National Society Development.

At the Netherlands Red Cross, we support National Societies to build the foundations that make this possible. Our work combines *capacity building* and *operational support* with the development and strengthening of *data management systems*. We put people first: supporting staff and volunteers to develop the confidence, skills and routines needed to use data responsibly in their daily work. Alongside this, we help establish clear processes for how information flows, how decisions are made, and how accountability is maintained. By developing shared digital platforms and reusable products, we create a multiplier effect: solutions that are built once, adapted locally, and used many times

across different contexts and crises. Digital transformation in the Red Cross Red Crescent Movement is ultimately about strengthening how National Societies deliver humanitarian services to people in need. As part of an IFRC-led effort to advance digital maturity, we support National Societies in understanding where they stand across the domains that drive digital transformation (people, processes and technology), where they aim to go, and how to move forward in a structured way. We see digital transformation as a way of working: building skills, improving routines, and introducing tools that make humanitarian action more effective, timely and locally led. In 2025, we supported **49 National Societies** with data and digital practices, and we trained over 240 people across the globe in expanding their *digital literacy*. Our role is supportive: IFRC leads the network's digital transformation strategy, and we help bring it to life by strengthening local capacity and providing services that enable National Societies to grow more resilient and better equipped to serve their communities in a timely, relevant and accountable fashion.

This approach underpins all our thematic areas. In *anticipatory action*, better data and risk information help teams act earlier and reduce the impact of disasters before they escalate, and support longer-term resilience and climate adaptation.

In *cash and voucher assistance*, reliable systems and strong data practices enable timely, dignified support at scale. *Community engagement and accountability* ensure that feedback, questions and concerns from communities directly inform decisions and build trust. Through *emergency support*, we provide rapid, practical data and digital assistance during crises.

Across these areas, the common thread is the same: strengthening local capacity so that National Societies can lead, adapt and sustain their work over time. The sections that follow show how this plays out in practice, through tools, partnerships and concrete examples, and how data and digital expertise helped make humanitarian action faster, more targeted and more effective in 2025.

DERK SEGAAR
Director of International Assistance
at the Netherlands Red Cross



TEAM EFFORT

The impact described in this report is the result of many people working together across countries, disciplines and organisations. Behind every dataset, system and decision are people who care deeply about improving humanitarian action.

The Netherlands Red Cross' 510 team brings together a wide range of skills, from data science and software development to humanitarian operations, training and research. The team combines experience from academia, the private sector and the humanitarian field, and reflects more than 15 nationalities. What connects them is a shared commitment to supporting local teams and making complex work easier in practice.

Volunteers and students play a vital role in this effort. Each year, they contribute fresh perspectives, technical skills and energy, while gaining hands-on experience in humanitarian work. Through close collaboration with research institutions, and IFRC reference centres, their work helps strengthen both innovation and learning across the Red Cross Red Crescent Movement.

Partnerships are equally essential. National Society staff and volunteers lead the work on the ground, bringing local knowledge, relationships and decision-making power. Corporate partners contribute specialised expertise and technology. Academic and humanitarian partners help test ideas, challenge assumptions and improve quality. Together, these collaborations ensure that solutions are practical, responsible and fit for real-world contexts.

This way of working reflects how we see digital transformation: not as something delivered from the outside, but as a shared process of learning, building and improving over time. Trust, openness and long-term collaboration matter as much as technical expertise.

This team effort, across the Red Cross Red Crescent Movement and beyond, makes it possible to scale impact while keeping people at the centre. It ensures that the systems we build are not only innovative, but owned, understood and sustained by the teams who rely on them every day.



The 510 Team

NUMBERS TELL THE STORY

In 2025, **510 supported 49 National Societies** in strengthening humanitarian action through better use of data and digital technology. Our work focused on transforming four core operational processes, enabling National Societies to act faster, more transparently and with greater confidence.

In **anticipatory action**, 510 supported **32 actors**, including **14 National Societies**, to strengthen the data, tools and skills needed to act early. National Risk Watch has supported operations in **9 countries**, covering **5 hazards** and serving **6 Early Action Protocols**. In 2025, **146 anticipatory alerts and early warnings were issued** through shared systems, supporting preparedness and decision-making ahead of potential crises.

In **cash and voucher assistance**, digital systems professionalised cash delivery by making transactions safer, faster and more accountable. In 2025, **over 30 National Societies and partner organisations were supported** in their cash assistance efforts. In 11 countries, new Financial Service Providers were integrated, **supporting 18 National Societies and partner organisations** to deliver cash and voucher assistance to over **67,000 households**, with a total value of **€33 million**.

Community engagement and accountability was strengthened through digital communication tools that enabled people affected by crises to share feedback directly. In 2025, **10 National Societies** used digital feedback management solutions, collectively processing more than **31,000 feedback cases** and using this data to improve communication and response. Of these, **6 National Societies** used the Digital Engagement Hub, responding to **more than 43,600 people** across **80,000+ interactions**.

Across the IFRC network, **data management systems** were set up with **14 National Societies**, ten of which now manage these systems independently. **Four templates** were developed to support consistent approaches to community feedback management, stock management, shelter management, and registration of people affected.

These figures reflect how data and digital support helped humanitarian teams respond faster, reach people earlier, and work more efficiently in 2025.

Behind each number are people affected by crises, volunteers delivering support, and local teams leading the work. The chapters that follow show what these numbers mean in practice.

OVERVIEW OF NUMBERS:

245

PEOPLE TRAINED

31,000+

COMMUNITY FEEDBACK CASES REGISTERED

60+

COUNTRIES SUPPORTED OF WHICH 49 NATIONAL SOCIETIES

14 DATA MANAGEMENT SYSTEMS SET UP

140+

ANTICIPATORY ACTION ALERTS ISSUED

€33+ MILLION

DISTRIBUTED THROUGH THE 121 PLATFORM

TURNING INFORMATION INTO ACTION

DATA MANAGEMENT SYSTEMS THAT STRENGTHEN HUMANITARIAN OPERATIONS

Behind every effective humanitarian response is a system that turns information into action. Data management systems help National Societies collect, manage and use information consistently across programmes, enabling faster decisions, stronger coordination and greater accountability to the people they serve.

In 2025, 510 continued to support National Societies, from Ukraine to Morocco to Sint Maarten, in designing and owning data management systems that fit their operational realities. These systems support core functions such as cash delivery, community feedback, stock, shelter and health management. By replacing fragmented spreadsheets or paper-based processes with shared, structured systems, teams gain clearer oversight of needs, activities and follow-up, especially critical during emergencies.

Our approach goes beyond technology alone. Together with National Society teams, we co-design and co-develop data management systems, define data flows, roles and responsibilities, provide hands-on training, and embed systems into daily ways of working. Across different programmes, more than **150 staff and users were trained** or onboarded on data management systems and standards in 2025, strengthening local capacity to manage information independently. This focus on skills, processes and local ownership ensures that systems are sustainable, adaptable and managed independently over time.

The breadth of this offering is illustrated by several examples from recent years. In Greece, a digital health information management system improved the coordination of care for people on the move. In 2025 alone, the system reached more than 3,000 people, an increase compared to previous years, and received external recognition through a digital innovation award. In Zambia, digital warehouse management replaced paper-based stock tracking, improving accuracy and reducing delays in relief item delivery. In Uganda, structured community feedback management enabled teams to systematically capture, analyse and respond to questions raised through field activities. Together, these cases show how data management systems can be tailored to very different operational needs while relying on the same core principles.

By the end of 2025, **14 data management systems were implemented** of which 10 fully owned by National Societies. **More than 70 Red Cross Red Crescent colleagues were trained** to manage and use these systems, supported by **4 data management system templates** covering key operational areas. These foundations strengthen accountability, improve coordination and ensure that data becomes a practical asset for humanitarian action.

70+

RED CROSS
RED CRESCENT
MOVEMENT
COLLEAGUES
TRAINED

14

DATA MANAGEMENT
SYSTEMS
IMPLEMENTED
BY NATIONAL
SOCIETIES

4

DATA
MANAGEMENT
SYSTEM
TEMPLATES

OUR FOUR KEY THEMATIC AREAS

These four areas show how data and digital tools support humanitarian action in practice, helping teams act earlier, respond faster, and work more closely with communities. The following chapters explore how these approaches helped National Societies strengthen humanitarian support in 2025.

1. ANTICIPATORY ACTION

ACTING BEFORE DISASTER STRIKES

2. CASH AND VOUCHER ASSISTANCE

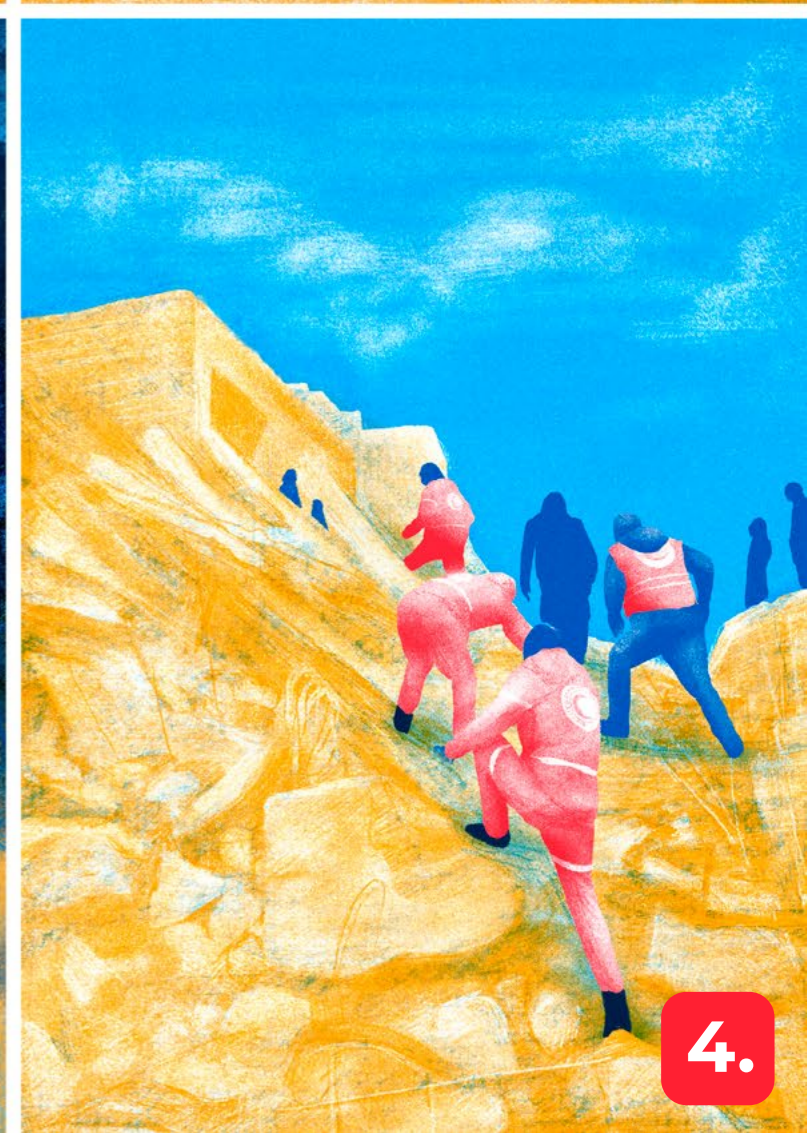
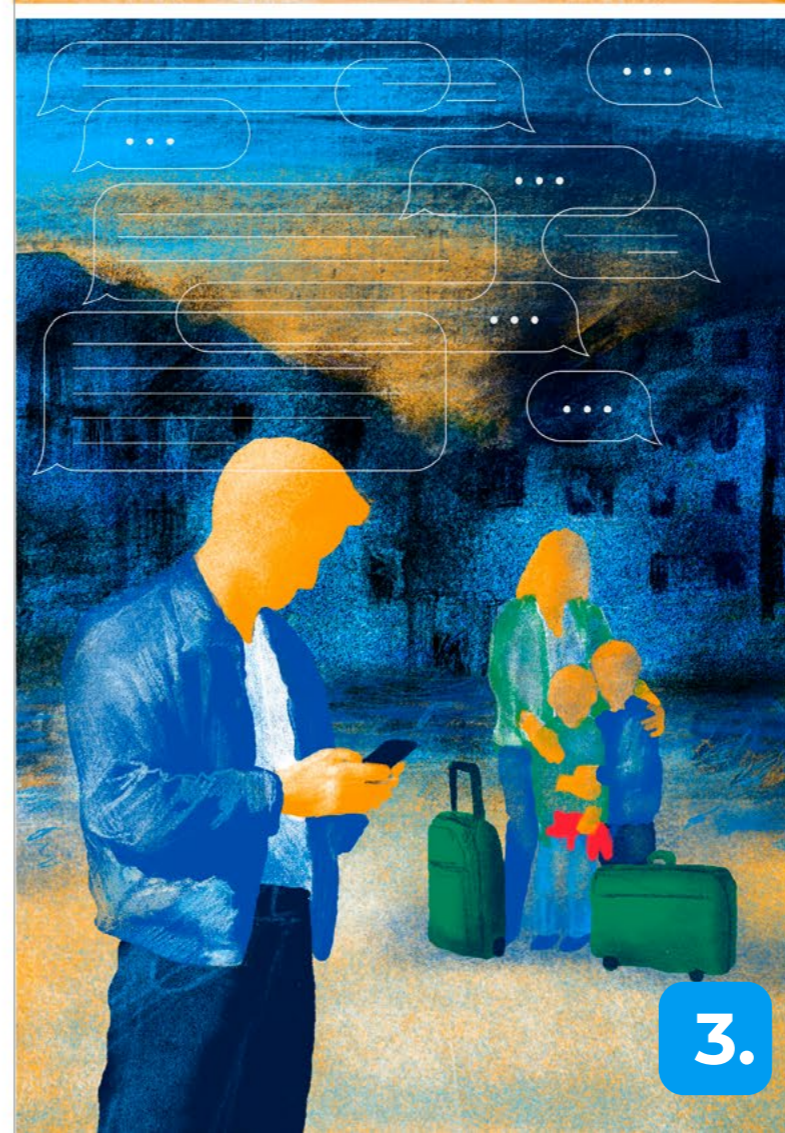
HELPING PEOPLE MEET THEIR OWN NEEDS

3. COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

LISTENING TO COMMUNITIES, TAILORING SUPPORT

4. EMERGENCY SUPPORT

FAST HELP WHEN CRISES HIT





1.

ANTICIPATORY ACTION

ACTING BEFORE DISASTER STRIKES

Anticipatory action means helping people before a predicted crisis hits, not just responding after it happens. It is about turning forecasts into life-saving decisions, so National Societies and local partners can act early when a hazard is likely to affect communities. Using impact-based forecast data, teams can decide where risks are highest and take practical steps, like warning communities or preparing essential support, before the worst impacts are felt. This shift from reactive to proactive action reduces losses, protects lives, strengthens local preparedness, and reduces the cost of emergency response later. At 510, we support National Societies by turning risk data into actionable insights, developing Early Action Protocols (EAPs) and trigger models, and conducting training so they can use risk information confidently and act early, with people's safety and dignity at the centre.



ANTICIPATORY ACTION DELIVERS VALUE

FOR EVERY US\$ 1 INVESTED IN ANTICIPATORY ACTION, UP TO US\$ 7 CAN BE SAVED IN RECOVERY COSTS LATER.

[Source](#)→

Anticipatory action means helping people before a predicted crisis hits, not just responding after it happens. It is about turning forecasts into life-saving decisions, so National Societies and local partners can act early when a hazard is likely to affect communities. Using impact-based forecast data, teams can decide where risks are highest and take practical steps, like warning communities or preparing essential support, before the worst impacts are felt. This shift from reactive to proactive action reduces losses, protects lives, strengthens local preparedness, and reduces the cost of emergency response later. At 510, we support National Societies by turning risk data into actionable insights, developing EAPs and trigger models, and conducting training so they

can use risk information confidently and act early, with people's safety and dignity at the centre.

In 2025, anticipatory action helped people prepare for crises before they were hit by their full impact. When risks such as floods, droughts, cyclones and disease outbreaks were forecast, early action enabled people to protect what

mattered most, securing belongings, safeguarding livestock, reinforcing shelters, or receiving early support. Acting earlier reduced stress, loss and uncertainty, and helped communities face hazards with greater confidence. Throughout the year, 510 *supported over 30 actors of which 14 National Societies* by strengthening the data, tools and skills needed to act early, with a renewed focus on operational value.

The National Risk Watch (formerly IBF Portal) currently supports 9 countries, covering 5 hazards and serves 6 EAPs. This year marked a turning point for

the National Risk Watch. Together with National Societies and partners, 510 reviewed how anticipatory action tools were used in practice and refocused on operational value, moving beyond triggers alone to support earlier preparedness and clearer decision-making. *This learning directly shaped the next generation of the National Risk Watch, featured later in this report* (Page 20-21).

Applied research also played a key role in strengthening anticipatory action in 2025. Through the Princess Margriet Chair at the University of Twente, 510 supported operational research on storm and flood models, early warning lead times, and the data requirements for responsible use of AI-based forecasting tools. In parallel, 510 contributed scientific advice to the European Commission on the use of AI in emergency and crisis management, reinforcing the importance of ethics, transparency and accountability in anticipatory decision-making.

Across different contexts, the value of acting early became clear. In flood-prone areas, early warnings and forecast-based triggers allowed families to take protective measures days before water levels rose, reducing damage and enabling faster recovery. In Ethiopia, anticipatory action linked hydrometeorological risk information to predefined preparedness measures, enabling teams to plan and act ahead of seasonal flooding in areas where access and livelihoods are repeatedly disrupted.

In drought- and cold-prone contexts such as *Lesotho*, forecast-based planning helped National Society teams anticipate risks and prepare tailored early actions to protect livelihoods, demonstrating how risk information can support more nuanced, context-specific preparedness.

In November 2025, Start Network activated its Start Ready mechanism ahead of Typhoon Kalmaegi (known locally

as Typhoon Tino) in the Philippines, informed by a typhoon impact model co-developed by the Netherlands Red Cross and monitored through the National Risk Watch. This activation enabled *early actions reaching an estimated 22,266 people*, including early warning messaging, multi-purpose cash assistance, child protection and protection from sexual exploitation and abuse, assistive devices for people with disabilities, education support, WASH kits and shelter repair.

Anticipatory action also expanded beyond climate hazards. In *Cameroon*, the first-ever health-focused EAP was developed for earlier preparedness for cholera outbreaks, showing how anticipatory approaches can reduce health risks before systems become overwhelmed.

For National Societies, 2025 marked continued progress in shifting from reactive response to proactive preparedness. Teams improved their ability to interpret forecasts, identify who was most at risk, and decide when and where early action would make the biggest difference. Clearer triggers and predefined plans reduced uncertainty and enabled faster decision-making, with local staff combining

risk data and contextual knowledge to act at the right moment.

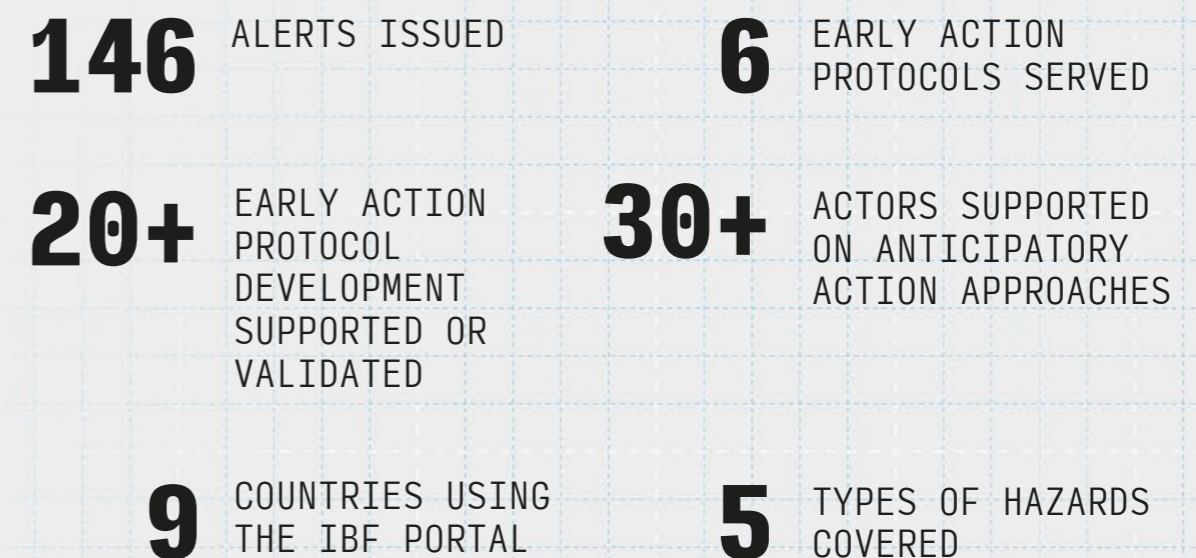
Anticipatory action also strengthened coordination and accountability. Decisions based on agreed triggers and shared data made it easier to explain why early action was taken, building trust with communities, partners and donors while supporting more efficient use of resources.

In 2025, this approach translated into a strong flow of timely risk information. A total of *146 anticipatory alerts for 30+ different instances*, including trigger notifications and early warnings, were issued to support preparedness and decision-making. These alerts reached people across five countries: Malawi, Uganda, Kenya, Ethiopia and the Philippines. While not every alert led to early action, each contributed to improved situational awareness and readiness ahead of potential crises.

The figures below highlight the scale of anticipatory action in 2025. Together, they reflect a shift towards earlier, smarter and more locally led humanitarian action, using information not just to respond, but to reduce harm before it happens.

“ The value of acting early became clear. In flood-prone areas, early warnings and forecast-based triggers allowed families to take protective measures days before water levels rose, reducing damage and enabling faster recovery. ”

OVERVIEW OF NUMBERS:





NATIONAL RISK WATCH (NRW)

TURNING RISK INFORMATION INTO EARLY, CONFIDENT ACTION

In 2025, the Impact-Based Forecasting (IBF) Portal entered a new phase as part of a broader shift towards a shared, Movement-wide approach to anticipatory action. Building on years of experience with impact-based forecasting, 510 worked closely with several National Societies, IFRC and technical partners to rethink how the portal could better support day-to-day decision-making, and reposition it within IFRC's global anticipatory action system.

The National Risk Watch enables continuous risk monitoring, making it easier for teams to track evolving hazards over time rather than relying on one-off alerts. Scenario-based planning tools allow users to explore "what-if" situations, helping teams prepare actions in advance and understand the implications of different forecast outcomes. Historical analysis and data exports further support Movement-wide learning, reflection and accountability.

The result is the *National Risk Watch*: an IFRC product, developed in close partnership with the Netherlands Red Cross, that supports National Societies across the full anticipatory action cycle, from preparedness and monitoring to early action and learning. While continued support for EAPs remains at its core, the new National Risk Watch is designed to help teams work with risk information more confidently, even when no trigger is imminent.

A key improvement in this new phase is National Society-owned user administration. Teams can independently manage access and permissions, strengthening data ownership, security and operational autonomy while embedding the platform more firmly into daily ways of working within IFRC's GO ecosystem. In this context, the National Risk Watch is being integrated into the IFRC GO Platform, further strengthening interoperability and accessibility across Movement tools.

At the heart of the platform is integrated multi-hazard, multi-threshold forecasting. Forecast data is combined with impact models, exposure and infrastructure information, allowing teams to assess not only what hazard may occur, but who and what is likely to be affected. This supports more localized, evidence-based decision-making, aligned with IFRC guidance and national disaster risk management systems.

As an IFRC product, the National Risk Watch helps National Societies move from reactive response to proactive risk management. Continued 510-powered technical expertise, product development and operational support help ensure the function of the National Risk Watch as a shared operational space, bringing data, people and decisions closer together, and strengthening anticipatory action as a routine, scalable humanitarian practice worldwide.





2.

CASH AND VOUCHER ASSISTANCE

HELPING PEOPLE MEET THEIR OWN NEEDS

Cash and voucher assistance puts decision-making power directly into the hands of people affected by crises. Instead of receiving goods chosen by others, people can prioritise what they need most, using cash or vouchers. This approach supports dignity, self-sufficiency and the local economy by enabling individuals to make choices that fit their own lives. Across the Red Cross Red Crescent Movement, this shift has been formalised through the IFRC's ambition to deliver 50% of humanitarian assistance through cash and vouchers. In a rapidly changing humanitarian landscape, cash is an efficient and flexible way to deliver aid at scale. At 510, we contribute to this movement-wide goal by strengthening **cash information management** and digital solutions, including the 121 Platform, so National Societies can deliver cash and voucher assistance safely, transparently and at scale.

In 2025, cash and voucher assistance helped people affected by crises regain a sense of control at a difficult moment. Receiving cash meant people could decide for themselves what they needed most, whether food, rent, healthcare or school supplies, instead of relying on one-size-fits-all distributions.

Throughout the year, 510 supported this work by strengthening the digital and data foundations behind cash and voucher assistance. Our focus was on long-term capacity, not short-term fixes.

In 2025, *over 30 National Societies were supported* in their cash assistance efforts. In 11 countries, new Financial Service Providers were integrated, *supporting 18 National Societies and partner organisations* to deliver cash assistance to more than *67,000 people* through the *121 Platform* (read more on page 26-27), with a total value of over *€33 million distributed* in 2025. Alongside this, over 140 staff were trained on the 121 Platform and cash information management, strengthening local ownership and confidence in delivering cash assistance.

Across different contexts, people experienced a noticeable change. Registration took less time. Information about eligibility and payments was clearer. Fewer return visits were needed. In large-scale programmes such as in Ethiopia, the *average time for families to receive payment was reduced from 45 days to 20**, even in fast-moving emergency conditions. In more constrained settings, including parts of Sudan, simple and reliable processes helped people access support despite limited connectivity and challenging operating environments. A closer look at how this approach works in practice can be found in the Ethiopia and Sudan use cases later in this report (page 28-31).

In other contexts, improvements were felt in different ways. In *Slovakia*, stronger cash information management supported rental assistance for displaced families, enabling the National Society to manage sensitive data more confidently and respond more effectively to changing needs. In *Eswatini*,

teams continued their digital transformation journey, embedding cash systems into everyday ways of working rather than treating them as standalone tools. At a regional level, cash preparedness efforts supported over *20 National Societies* involved in the *Ukraine response* and neighbouring countries, helping teams strengthen readiness before the next crisis hits.

For National Societies, 2025 marked continued progress in delivering cash at scale with greater confidence. Teams improved the speed and accuracy of registrations, reduced data errors, and strengthened accountability throughout the process. In Ethiopia, this included managing the largest implementation of the 121 Platform to date, while safeguarding sensitive data through clear roles and access rights. In Sudan, capacity building complementary to the 121 Platform, as well as flexible payment options, enabled teams to continue operating even when conditions such as connectivity or currency liquidity were unstable. In many cases, National Societies took greater ownership of their cash systems, adapting processes to local realities and managing programmes independently. Across supported programmes, staff reported *higher confidence in applying cash information management skills* (94 - 100%), while improvements in The Netherlands to digital workflows helped *reduce the average time to cash delivery to 11 days*.

Cash and voucher assistance also strengthened trust. Better tracking and reporting made it easier to respond to questions from communities, donors and partners. Teams could identify delays earlier, adjust delivery where needed, and demonstrate results more transparently. This reinforced confidence in cash as a reliable and effective form of humanitarian assistance.

The figures on the right reflect the scale of cash and voucher assistance in 2025. Together, they point to a simple outcome: support that reaches people sooner, respects their choices, and strengthens humanitarian organisations for the future.

“

Across different contexts, people experienced a noticeable change. Registration took less time. Information about eligibility and payments was clearer. Fewer return visits were needed.

OVERVIEW OF NUMBERS:

67,000+ PEOPLE	RECEIVING CASH SUPPORT THROUGH THE 121 PLATFORM
€33+ MILLION	DISTRIBUTED THROUGH THE 121 PLATFORM
11 DAYS	AVERAGE TIME FROM REGISTRATION TO PAYMENT IN THE NETHERLANDS
30+ ACTORS	SUPPORTED ON CASH AND VOUCHER ASSISTANCE
140+ STAFF	TRAINED ON THE 121 PLATFORM
94-100% OF TRAINEES	REPORTING INCREASED CONFIDENCE IN APPLYING CASH INFORMATION MANAGEMENT SKILLS

*Time reduction measurement took place with the first 8,850 households

121

THE 121 PLATFORM

FASTER, SAFER, SCALABLE CASH ASSISTANCE

Cash and voucher assistance has become a cornerstone of modern humanitarian action because it enables people affected by crises to meet their own needs with dignity and choice. But implementing cash assistance at scale requires reliable systems and coordinated data flows, especially when needs are urgent and contexts complex. The 121 Platform is a digital solution designed to make cash assistance easier, safer and faster, with tools that support National Societies from registration to payment and reporting.

Developed by the Netherlands Red Cross' data and digital team, 510, in consultation with humanitarian practitioners and partners across the Red Cross Red Crescent Movement, the 121 Platform is now used in over 10 countries to support cash programmes. It is part of a wider movement to strengthen digital cash delivery and contribute to the IFRC's commitment to delivering 50% of humanitarian assistance through cash and vouchers. The platform is also supported through the IFRC Framework Agreement, under which it holds preferred supplier status, further enabling National Societies to adopt it quickly and efficiently.

What makes 121 effective is that it combines a simple, intuitive interface with robust data management, secure integration with local Financial Service Providers (FSPs), and interoperability

with familiar tools such as KoboToolbox for offline registration and PowerBI for dashboards to monitor progress. This means teams can register people affected, validate eligibility, manage duplicates, track payments, and monitor progress all within one platform, even in low-connectivity areas.

Because all changes and entries are logged and traceable, 121 helps reinforce accountability and data protection, ensuring that sensitive information is accessible only by the right users while making reporting and audit easier.

The platform's value is reflected in how cash assistance has improved where it is used: registration and payment processes that once took weeks have in many cases been reduced to days, enabling support to reach people sooner. In practice, this has helped National Societies scale up their cash programmes with confidence, reduce operational burden, and maintain high standards of data quality and accountability.

By making cash assistance systems sharable, adaptable and locally owned, the 121 Platform demonstrates how digital products can create multiplier effects across contexts: built once, deployed many times, and improving how humanitarian organisations deliver assistance where it matters most.

[See also video on product here →](#)

USE CASE

FROM CRISIS TO CASH IN ETHIOPIA

When conflict, climate shocks and health crises converged in Ethiopia, millions of people were displaced and urgent needs escalated rapidly. In this complex operating environment, the Ethiopian Red Cross Society launched a large-scale cash assistance programme to support internally displaced people and host communities across four regions: Amhara, Oromia, Tigray and Benishangul Gumuz.

Using unconditional multipurpose cash transfers, families were able to prioritise their most urgent needs, from food and medical care to rent and shelter, restoring a measure of dignity and choice at a moment of profound uncertainty. In total, *more than 50,000 households received assistance with a total value of €3,000,000.*

Delivering cash at this scale was made possible through the 121 Platform. The platform enabled the Ethiopian Red Cross Society to manage registration, validation and payments digitally,

while integrating directly with local Financial Service Providers, including the Commercial Bank of Ethiopia and the Cooperative Bank of Oromia. With support from 510, the system was set up, integrated and operationalised under high pressure, with National Society staff trained to manage the programme independently.

The impact on speed and accountability was significant. *The average time from registration to payment was reduced from 45 days to 20, and 98.9% of first-time payments were processed successfully.** Role-based access controls ensured that sensitive personal data remained protected, with staff only able to view information relevant to their role and location.

This programme marked the largest implementation of the 121 Platform to date and demonstrated how digital cash systems can operate securely and effectively even in highly complex, conflict-affected settings.

50,000+ HOUSEHOLDS RECEIVED ASSISTANCE

€3,000,000 DISTRIBUTED

25 DAYS* REDUCTION IN AVERAGE TIME FROM REGISTRATION TO PAYMENT

98.9% FIRST-TIME PAYMENT SUCCESS (100% OVERALL COMPLETION)

*Time reduction measurement took place with the first 8,850 households



© Aki Kolehmainen - Finnish Red Cross

[Read the full use case here](#)

USE CASE

SUDAN'S DIGITAL CASH TRANSFORMATION

Sudan is facing one of the world's most complex humanitarian crises. Conflict has displaced millions, while climate-driven shocks continue to compound vulnerability. In this fragile context, cash assistance offers people the flexibility to prioritise their own needs. Yet delivering cash in Sudan is exceptionally challenging: connectivity is unreliable, liquidity fluctuates, and Financial Service Providers may be operational one day and inaccessible the next.

To respond, the Sudanese Red Crescent Society accelerated its digital cash transformation, adopting the 121 Platform as a flexible system designed for disrupted environments. The transition was locally led. Over several years, the National Society strengthened cash preparedness with partners including the Danish Red Cross, German Red Cross and Netherlands Red Cross. In August 2025, staff and volunteers joined a four-day training on 121 and KoboToolbox, focused on mapping existing workflows and adapting the system to operational realities.

Within weeks of returning, teams **registered 100% of the households offline** using 121 in two regions.

The shift replaced fragmented spreadsheets with a single, secure platform. Volunteers now register households digitally, with data flowing directly into 121. Headquarters can clean, deduplicate and validate records in real time, while branches maintain visibility over cases. Role-based access strengthened data protection, and offline tools ensured continuity despite weak connectivity.

Two pilots demonstrated the platform's flexibility. In flood-affected Red Sea State, **516 households** received **€77,000** in cash-in-hand assistance. In White Nile, **200 households** received **€30,000** via bank transfers, moving from registration to payment within rapidly. By enabling teams to switch modalities without changing systems, 121 helped the Sudanese Red Crescent Society deliver faster, safer and more dignified cash assistance, even amid crisis.

716 HOUSEHOLDS RECEIVED ASSISTANCE

€107,000 DISTRIBUTED

100% OF REGISTRATIONS WERE DONE OFFLINE

100% OF DIGITAL PAYMENTS PROCESSED SUCCESSFULLY



© Mahmoud Omar - Sudanese Red Crescent Society

[Read the full use case here](#)



3.

COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

LISTENING TO COMMUNITIES, TAILORING SUPPORT

Community engagement and accountability is about listening to people affected by crises and making sure their voices shape the way humanitarian support works. It means sharing trusted information early, answering questions quickly, and adjusting assistance based on what communities tell us. When people are heard and informed, responses become more relevant, respectful and effective, and trust grows. At 510, we support National Societies with simple, accessible tools and data-informed approaches so teams can understand community needs, respond to feedback, and strengthen two-way communication. From analysing questions and concerns to sharing clear information, our work helps ensure that humanitarian action is accountable to the people it serves, putting people's experiences, priorities and dignity at the centre of every decision.

In 2025, community engagement and accountability principles were increasingly reflected across humanitarian responses, as National Societies took major strides in managing feedback effectively. Many teams moved away from siloed approaches across hotlines, projects, and branch teams, towards bringing questions and concerns together in shared systems. This shift made it easier to close the loop across locations, by coordinating responses and improving consistency in follow up. While analyzing all feedback remains challenging, with limited resources, skills, and capacity to turn large volumes of comments into actionable insights, staff and volunteers were able to respond more efficiently and with greater clarity. Across the IFRC network, *more than 31,000 feedback* cases were registered, with *resolution rates reaching 94-99%* in most countries.

Throughout the year, 510 *supported 21 National Societies* by strengthening the systems and skills needed for effective listening and response. We developed a feedback management template to effectively engage with communities and use their feedback to improve operations. *Six National Societies* used the *Digital Engagement Hub (DEH)* and *four National Societies* used a combination of Kobo Toolbox and EspoCRM in 2025, funnelling *feedback of more than 43,000 people* through multiple channels into one centralised system for each National Society, so staff and volunteers could respond faster and more consistently. Across the 10 instances, these feedback management systems recorded a total of *94,434 interactions*.

The *Helpful Information web-App (HIA)* has made it easier for people to find accurate, up-to-date information at the right moment. The Netherlands Red Cross' HIA instance to support undocumented migrants through information about local services, legal support and shelter recorded *48,000+ visits*.

Social Media Listening (SML) has enabled the Ukrainian Red Cross Society to analyse 26,480 messages shared by people affected by the conflict across 6 Telegram groups, helping the team

understand broader public concerns and spot emerging issues beyond direct feedback channels. Across contexts, *108 staff and volunteers* from six National Societies (Colombia, Kenya, Moldova, Morocco, Uganda and Zambia) were trained on community engagement tools and processes, strengthening local capacity to listen and respond at scale.

For individuals and communities, this meant clearer information about available support, eligibility, and next steps. Through digital tools, people could access helpful information in their own language and ask questions when they needed to. Feedback from communities highlighted misunderstandings or gaps early on, allowing teams to adjust communication before frustration or misinformation spread.

“ Through digital tools, people could access helpful information in their own language and ask questions when they needed to.

In *Uganda*, stronger community feedback management helped teams systematically capture and respond to questions raised through community activities, improving follow-up and coordination across programmes. In *Ukraine*, SML enabled National Society teams to monitor public conversations in real time, identify emerging concerns, and adapt communication during a rapidly changing response. In *Colombia*, DEH supported more coordinated engagement by bringing questions from different channels together and ensuring consistent responses. In countries such as Armenia, Kenya and Zambia, digital feedback channels and HIA enabled thousands of people to access programme and referral information when they needed it most.

In Morocco, this approach was further strengthened through the improvement of the standardized community feedback data management template,

developed together with the Moroccan Red Crescent and IFRC. By connecting feedback, operational data and follow-up actions, teams gained a clearer overview of community needs and concerns, ensuring that insights directly informed decisions at both local and national level. A closer look at how this approach works in practice can be found in the Morocco use case later in this report (page 42-43).

Just as importantly, we worked with National Societies to embed these tools into daily ways of working, supported by clear data flows, Standard Operating Procedures (SOPs), training and local ownership. The indicators below reflect how community engagement and accountability translated into more responsive, transparent and people-centred humanitarian action in 2025.

OVERVIEW OF NUMBERS:

43,000+	PEOPLE ENGAGED THROUGH DIGITAL COMMUNICATION CHANNELS
94,000+	DIGITAL INTERACTIONS WITH COMMUNITIES
31,000+	COMMUNITY FEEDBACK CASES REGISTERED ACROSS NATIONAL SOCIETIES
94-99%+	FEEDBACK CASES RESOLVED IN MOST OPERATIONAL CONTEXTS
100+	STAFF AND VOLUNTEERS TRAINED ON COMMUNITY ENGAGEMENT TOOLS AND PROCESSES
48,000+	VISITS TO PROGRAMME AND REFERRAL INFORMATION VIA THE HELPFUL INFORMATION WEB-APP
20+	ACTORS SUPPORTED ON DIGITAL CEA APPROACHES



IFRC'S DIGITAL ENGAGEMENT HUB (DEH)

ONE PLACE TO LISTEN, RESPOND AND LEARN

A collaboration between the IFRC, the Norwegian Refugee Council, and 510, the Digital Engagement Hub (DEH) is a core platform for managing community feedback and engagement at scale. It brings together messages, questions, and feedback from multiple channels, such as hotlines, WhatsApp, SMS, and in-person feedback into one secure, structured system. This allows National Societies to move from fragmented feedback handling to a coordinated, organisation-wide approach.

IFRC's DEH supports the full feedback cycle. Incoming feedback is categorised, prioritised and assigned to the right teams, enabling timely follow-up and response. Dashboards and analytics help teams identify trends, recurring concerns and emerging risks, turning individual messages into actionable insights. This makes it easier to adapt programmes, adjust communication strategies and address issues before they escalate.

In 2025, DEH continued to evolve based on close collaboration with National Society teams. Improvements focused on usability, reliability and operational relevance, ensuring the platform supports daily workflows rather than adding complexity. Role-based access allows different teams, from branches to headquarters, to see and manage the information relevant to them, while safeguarding sensitive data.

By centralising feedback and linking it directly to decision-making, DEH helps National Societies demonstrate accountability in practice. Communities can see that their voices are heard and acted upon, while organisations gain a clearer understanding of needs, perceptions and trust. In emergencies as well as longer-term programmes, DEH supports a shift from one-way communication to genuine dialogue, strengthening both the quality and legitimacy of humanitarian action.



SML

SOCIAL MEDIA LISTENING (SML)

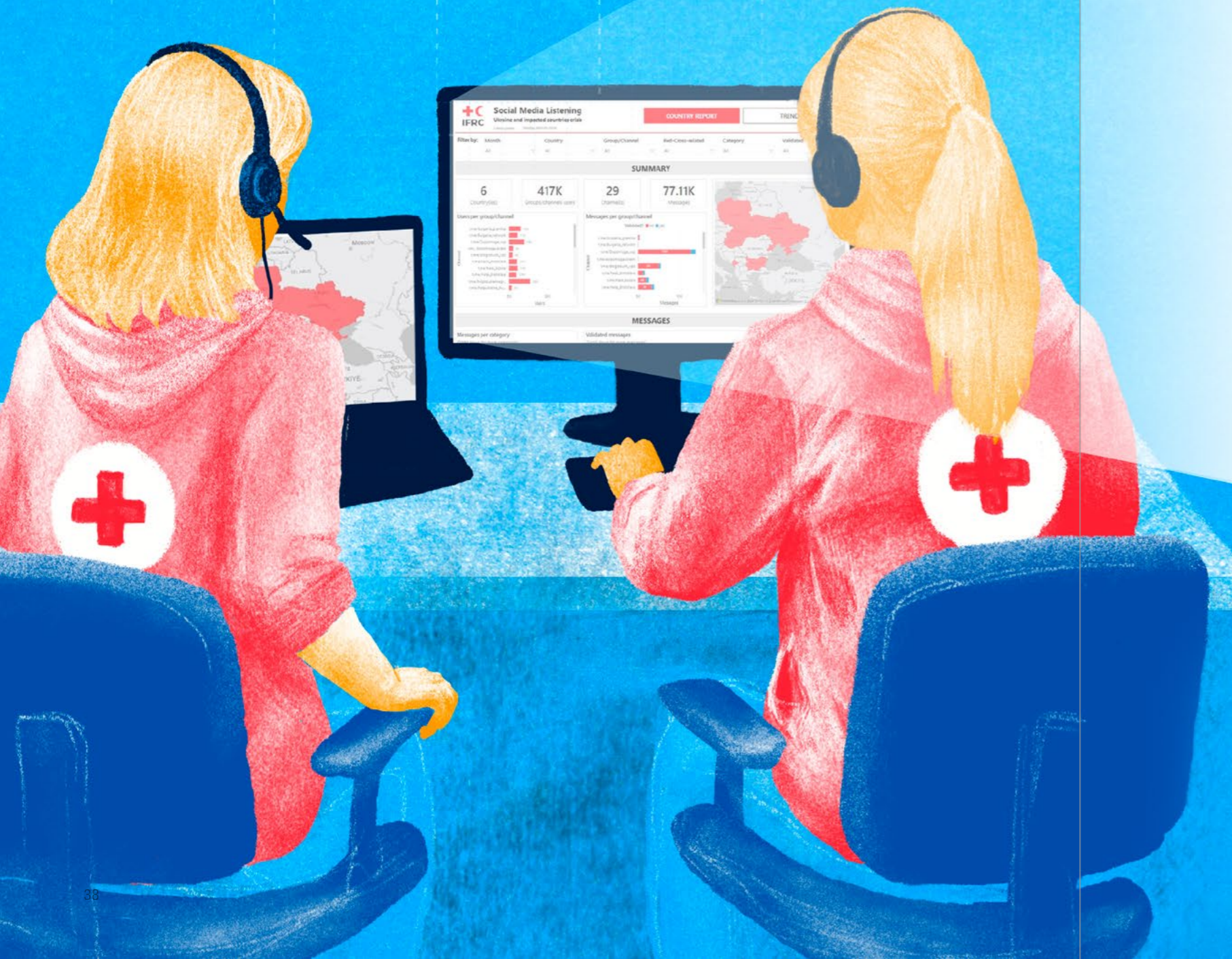
UNDERSTANDING NEEDS AT SCALE

Social Media Listening (SML) helps National Societies identify key insights and trends from public conversations on social media to better understand community perceptions, concerns and misinformation. By analysing large volumes of publicly available posts, SML provides insight into how humanitarian action is perceived and where risks may be emerging.

In 2025, SML supported earlier detection of issues that might not surface through formal

feedback channels alone. These insights helped teams adapt communication strategies, address misinformation proactively, and align messaging with community sentiment.

Used alongside DEH and HIA, SML adds a broader, real-time layer of understanding, ensuring that engagement strategies are informed not only by direct feedback, but also by the wider information environment in which communities live.





HELPFUL INFORMATION WEB-APP (HIA)

CLEAR INFORMATION, WHEN IT MATTERS

The Helpful Information web-App (HIA) supports National Societies in sharing timely, reliable and accessible information with communities during crises. Designed to work on low-bandwidth connections and basic smartphones, HIA provides a simple way to publish updates, guidance and answers to frequently asked questions in local languages.

Content can be quickly adapted to changing situations by non-technical focal points who are closest to the information itself. This helps communities understand what support is available, how to access services, and how

to stay safe. By reducing misinformation and uncertainty, HIA supports informed decision-making at community level and helps manage expectations during emergencies. A simple dashboard reveals what information is looked at the most, helping National Societies prioritize what to add or update first.

HIA complements other tools for community engagement and accountability, by ensuring that feedback and questions from communities are met with clear and consistent information provision, closing the loop between listening and communicating.



USE CASE

HOW A HOTLINE BECAME A LIFELINE: MOROCCO'S LEAP IN COMMUNITY FEEDBACK

After the 2023 earthquake in Morocco, thousands of people needed support, and just as importantly, they needed answers. Questions about health care, shelter, safety and eligibility for cash assistance came in every day. For the Moroccan Red Crescent, listening to communities had always been a priority but the scale and urgency of the response made it clear that informal tools and spreadsheets were no longer enough.

In the early phase of the response, community feedback was collected through face-to-face conversations and logged in Excel files. As the operation expanded across regions, information became scattered and difficult to follow up. Important questions risked being delayed or missed. What was needed was a simple way to ensure that every concern was heard, tracked and responded to.

Joining forces, the Moroccan Red Crescent, the IFRC and the Netherlands Red Cross developed a new approach: a centralized community feedback data management system, combined with a toll-free hotline known as *Ligne Verte*. Piloted in Taroudant and later scaled

across all earthquake-affected areas, the system brought feedback from different channels into one shared overview.

For people affected by the earthquake, this means something very concrete. They can call a free number, speak in their own language, and trust that their question or concern would be followed up. Hotline assistants log each call in the system, assign it to the right team, and track progress until it is resolved. Over time, response times have shortened dramatically, and trust in the mechanism has grown.

For the Moroccan Red Crescent, the system has changed how teams worked together. Health, shelter and other sector teams could see feedback relevant to their work in real time. Repeated questions have revealed gaps or misunderstandings, allowing teams to adapt their activities. For example, feedback about chronic disease screenings led health teams to adjust outreach. Concerns about snake and scorpion bites resulted in targeted safety campaigns. Confusion around shelter assistance informed changes in programme workflows.

By December 2025, over **14,000 feedback entries** had been migrated from Excel into the new system, including over **700 calls** received through the new hotline. The average time needed to respond and close a **feedback case dropped from 49 days to just 7 days**, with **94% of cases resolved**. These changes have made community feedback faster to act on and easier to use for improving programmes.

510 supported this work by co-developing the data management system alongside local teams, ensuring it was simple, adaptable and locally owned. Training focused not only on how to use the system, but on building confidence and clear responsibilities. Additional tools, such as HIA, supported hotline assistants with up-to-date answers, while the underlying system connected people's voices to programme decisions.

Today, the Moroccan Red Crescent manages the community feedback system independently and plans to expand it nationally, beyond the earthquake-affected areas. This case shows how community engagement and accountability can move from intention to daily practice, when listening is supported by the right systems, skills and local leadership.



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14,000+

FEEDBACK ENTRIES MIGRATED TO NEW SYSTEM

700+

CALLS RECEIVED ON NEW HOTLINE

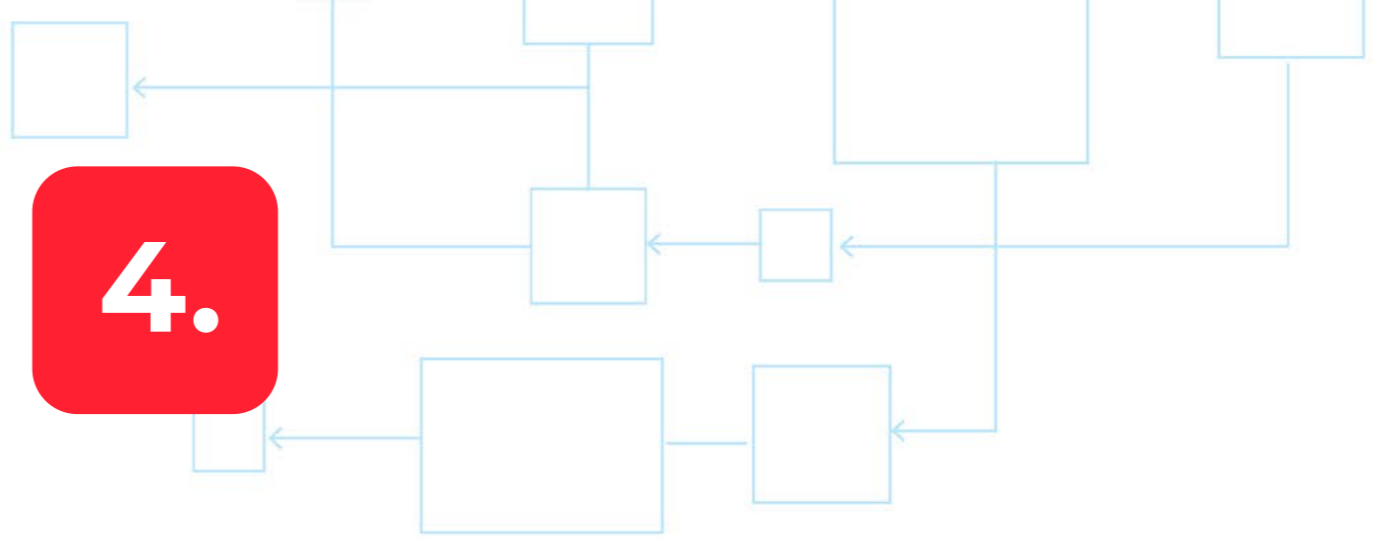
86%

REDUCTION IN RESPONSE TIME

94%

OF CASES RESOLVED

[Read the full use case here](#)



EMERGENCY SUPPORT

FAST HELP WHEN CRISES HIT

Emergency support is about acting fast and decisively when a crisis unfolds, so help reaches people when they need it most. In the first hours and days of an emergency, information and coordination can save lives. That's why 510 supports National Societies with data and systems that help teams register needs quickly, share updates clearly and coordinate support across organisations.

In 2025, this included around **five months** of surge deployments, supporting National Societies during acute phases of response in contexts such as the Philippines and Sri Lanka, while continuing remote and operational support for complex operations like IFRC and SOS Mediteranee's joint search and rescue operations on the Ocean Viking in the Mediterranean. By strengthening data, coordination and decision-making under pressure, 510 helps ensure that humanitarian responses are faster, more coherent and better connected to the people they serve, turning shared information into timely, meaningful assistance.

FUTURE DIRECTION: 2026 AND BEYOND

BUILDING ON WHAT WORKS, LED BY LOCAL TEAMS

The challenges facing communities affected by crises are becoming more complex. Climate risks are increasing, conflicts are lasting longer, and humanitarian needs are growing faster than available resources. Alongside this, humanitarian organisations are expected to work in ways that are more open, participatory and accountable to the people they serve. These realities shape how 510 looks ahead.

In 2026 and beyond, our focus is on scaling what works, while ensuring that local teams lead the change. We will continue to strengthen **anticipatory action** through the **National Risk Watch**, enabling National Societies to continuously monitor risk, understand potential impacts and act earlier to reduce disaster impacts. This includes expanding early warning systems, supporting more locally led **Early Action Protocols**, and strengthening the skills needed to turn forecasts into timely decisions.

We will also continue to grow **cash and voucher assistance** as a dignified and efficient way of supporting people in crisis. Our focus will be on helping National Societies run cash programmes independently, with systems such as the **121 Platform** that are safe, reliable and adaptable to local contexts, from registration to delivery and accountability.

Community engagement and accountability will remain central. In the years ahead, we will further strengthen how National Societies listen to communities, respond to feedback, and use community insights to shape decisions through tools such as the **Digital Engagement Hub** and the

Helpful Information web-App. Clear information, two-way communication and trust are not optional, they are essential for effective humanitarian action.

We will also continue to assist the IFRC network in carrying out humanitarian operations by supporting the setup and strengthening of essential **data management systems** that can be operated and maintained by National Societies themselves. These systems help teams collect, manage, and use data more effectively, improving coordination, reducing errors, and enabling faster, evidence-based decisions during both emergencies and longer-term programmes.

Across all our work, deepening **digital maturity** and **data literacy** remains a priority. Digital transformation depends on how teams work, decide and lead, not just on the systems they use. We will continue to support National Societies in building the confidence, skills and systems needed to manage data responsibly and make informed decisions, at headquarters and branch level.

Finally, we will keep investing in partnerships with volunteers, students, academic institutions, corporate partners and the wider humanitarian sector. By connecting expertise from society with humanitarian needs, we help build solutions that are practical, sustainable and locally owned.

Looking ahead, our role remains clear: to support humanitarian action with data and digital expertise, so that local teams can respond faster, better and with greater accountability, today and in the future.

SUPPORTING HUMANITARIAN ACTION
WITH **DATA** AND **DIGITAL EXPERTISE**

LISTENING TO
COMMUNITIES, RESPONDING
TO FEEDBACK

STRENGTHENING
ESSENTIAL
DATA
MANAGEMENT
SYSTEMS

DEEPENING
DIGITAL
MATURITY
AND **DATA**
LITERACY

STRENGTHENING
SKILLS

SUPPORTING
NATIONAL SOCIETIES
ACT EARLIER

INVESTING IN
PARTNERSHIPS

RESPONDING
FASTER, BETTER,
WITH GREATER
ACCOUNTABILITY

EFFECTIVE
HUMANITARIAN
ACTION

SUPPORTING
PEOPLE IN
CRISIS

GRATITUDE

THANK YOU FOR MAKING THIS WORK POSSIBLE

This work is only possible through the commitment of many people. We want to thank everyone who contributed their time, knowledge and resources in 2025.

We are grateful to National Society staff and volunteers across the Red Cross Red Crescent Movement, who lead responses in their own contexts and work tirelessly to support people affected by crises. Their knowledge, dedication and leadership are at the heart of every outcome described in this report.

We thank the people and communities who shared their experiences, questions and feedback. Their voices guide our work and remind us why accountability, clarity and trust matter in humanitarian action.

We thank our donors for their continued support and confidence in long-term, locally led digital transformation. Your investment makes it possible to strengthen systems, skills and partnerships beyond individual emergencies.

We also acknowledge the vital contributions of students, volunteers, academic institutions, corporate partners and humanitarian organisations. By sharing expertise, and working alongside National Societies, you help connect innovation with real-world needs and ensure that solutions are practical, responsible and sustainable.

Finally, we thank our colleagues and partners within the Netherlands Red Cross. Collaboration, openness and shared-learning are what allow all of us to keep improving.

We recognise that sustainability remains a challenge, requiring earlier and more explicit planning for what happens after our direct support ends. We have learned that failure is rarely caused by a single factor, but often by a combination of limited business models, donor dependency and insufficient local capacity, which we are addressing by narrowing our focus and investing more in handover to partners.

We have also reoriented how we work, moving away from a strong focus on tools towards a shared understanding of the outcomes that matter most for our partners. We recognise that sustainable change requires investing not only in technology, but equally in processes and people. Meaningful collaboration, clear ownership and strong team commitment are critical to ensuring that solutions are not only effective, but lasting.

Together, we are building humanitarian action that is faster, fairer and more accountable, led by National Societies, supported by data and digital expertise, and grounded in the needs of people affected by crises.

MAARTEN VAN DER VEEN
Unit Lead 510 at
the Netherlands Red Cross



OUR PARTNERS

Our work in 2025 was made possible through close collaboration with partners across the Red Cross Red Crescent Movement, governments, international organisations, research institutions, and the private sector. Together, we combine local knowledge, operational experience, scientific expertise, and digital innovation to strengthen humanitarian action before, during, and after crises.

RED CROSS RED CRESCENT MOVEMENT

Our primary partners are National Red Cross and Red Crescent Societies around the world, alongside the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC). We also work closely with IFRC reference centres, including the Climate Centre, the Anticipation Hub, the Cash Hub, and the CEA hub.

Through these partnerships, we support aid workers and decision-makers across the Red Cross Red Crescent Movement with data and digital solutions that help reach people affected by crises faster and more effectively.

INSTITUTIONAL PARTNERS AND DONORS

UNITED NATIONS

- United Nations Children's Fund (UNICEF)
- United Nations Office for Disaster Risk Reduction (UNDRR)
- Systematic Observations Financing Facility (SOFF)
- World Meteorological Organization (WMO)

EUROPEAN UNION

- European Commission Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)

GOVERNMENTAL INSTITUTIONS

- Ministry of Foreign Affairs, The Netherlands
- Ministry of Education, Culture and Science, The Netherlands
- Ministry of Foreign Affairs, France

We are grateful for the trust and support of our institutional partners, whose funding and collaboration enable us to innovate, scale solutions, and strengthen local humanitarian capacity.

RESEARCH PARTNERS

We collaborate with universities and research institutions to translate scientific advances into practical humanitarian solutions. Through graduate research, internships, and applied research projects, students and researchers contribute to real-world challenges identified by National Red Cross and Red Crescent Societies.

Following his appointment in 2024, our Academic Lead, Marc van den Homberg, completed his first full year in 2025 as Professor holding the Princess Margriet Chair "Data for Disaster Resilience" at the University of Twente's Faculty of Geo-Information Science and Earth Observation (ITC), further strengthening the link between research and humanitarian practice.

- University of Twente, Faculty of Geo-Information Science and Earth Observation (ITC)
- Delft University of Technology (TU Delft)
- Vrije Universiteit (VU) Amsterdam
- Erasmus University Rotterdam
- Utrecht University
- Wageningen University
- Maastricht University
- Leiden University

CORPORATE PARTNERS

We work with a select group of corporate partners, including FedEx, Pipple and Twilio, who contribute expertise, technology, and support to initiatives such as Missing Maps and other digital humanitarian solutions.

NOT-FOR-PROFIT PARTNERS

We collaborate with fellow not-for-profit and charitable organisations to advance shared goals in climate resilience, disaster risk reduction, and humanitarian innovation. These partnerships include organisations such as the World Wildlife Fund (WWF), the IKEA Foundation, Start Network, and Analytics for a Better World.

ANNEX 1: COUNTRIES WE SUPPORTED

In 2025, we supported operations in over 60 countries worldwide, including 49 National Societies, as shown in the map and list in this annex.

● NATIONAL SOCIETIES

- Afghanistan
- Armenia
- Antigua and Barbuda
- Bangladesh
- Benin
- Chad
- Colombia
- Costa Rica
- Democratic Republic of the Congo
- Dominica
- Estonia
- Eswatini
- Ethiopia
- Georgia
- Greece
- Honduras
- Kazakhstan
- Kenya
- Kyrgyzstan
- Lebanon
- Lesotho
- Madagascar
- Mali
- Moldova
- Mozambique
- Morocco
- Nepal
- The Netherlands
- Nigeria
- Occupied Palestinian Territories
- Pakistan
- Philippines
- Poland
- Rwanda
- Saint Kitts and Nevis
- Sierra Leone
- Sint Maarten (NL)
- Sri Lanka
- Slovakia
- Somalia
- South Africa
- South Sudan
- Sudan
- Sweden
- Togo
- Uganda
- Ukraine
- Zambia
- Zimbabwe

● OTHER ORGANISATIONS

- Botswana
- Bulgaria
- Burkina Faso
- Cameroon
- Congo-Brazzaville
- Croatia
- Egypt
- Guatemala
- Haiti
- Hungary
- Ivory Coast
- Jordan
- Kingdom of Eswatini
- Latvia
- Libya
- Lithuania
- Malawi
- Montenegro
- Myanmar
- Namibia
- Niger
- North Macedonia
- Romania
- Syria
- Tajikistan
- Türkiye
- Yemen

ANNEX 2: METHODOLOGY

WE STARTED WITH HISTORICAL EFFORTS TO IDENTIFY AND FILL GAPS

Having worked on 48 project proposals and evaluations over the last three years, we established many indicators classifying how we measure outputs, outcomes and impact. Mapping these indicators revealed a challenge: we had metrics but no coherent impact story. This prompted us to revisit our vision and mission, crystallizing a framework with four dimensions of impact: timeliness, relevance, accountability and scale. For each of our thematic areas, we organized all indicators around these dimensions.

WE BUILT ON BEST PRACTICE

To support this framework, our thematic teams developed theories of change grounded in humanitarian standards, set by IFRC and global initiatives such as Early Warnings For All.

WE VALIDATED EXTERNALLY

Together with Deloitte's Sustainable impact team, we interview 9 key stakeholders. Each conversation refined our thinking. Then Deloitte reviewed the framework.

WE TESTED AGAINST REALITY

We audited our 2025 portfolio of 63 projects using the framework. Does it help us understand impact? Does it guide decisions? This real-world test led to final improvements.

The result: a dynamic framework shaped by evidence, expertise and application.

ANNEX 3: LINKS



Humanitarian needs



Anticipatory Action value



Anticipatory Action Lesotho



Cameroon

Cash and Voucher Assistance:



Slovakia



Eswatini



Ukraine



121 video



Use case Ethiopia



Use case Sudan

Community Engagement & Accountability:



Uganda



Ukraine



Colombia



Use case Morocco

Imprint

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The Netherlands
Red Cross