

# **Strategic framework on inclusive programming**



**“If, in a spirit of equity, the Red Cross extends its action to everyone, it will, in a spirit of humanity, exclude no one, even those one might be tempted to hate. Only a love which makes no distinction will save the world”**

*Jean Pictet, commentary on the Fundamental Principles*

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*Inclusion, protection and engagement unit.*

# IFRC strategic framework on inclusive programming

## 1. Introduction and scope

This framework presents a goal, strategic outcomes and enabling actions that describe some of the common ways in which National Societies can understand and address issues of exclusion in society and its implications on their work to support vulnerable people.

It elaborates on the issues of exclusion as highlighted in Strategy 2030, and is an integral part of IFRC’s Area of Focus on protection, gender and inclusion – which has the overall objective that *“communities become more peaceful, safe and inclusive through meeting the needs and rights of the most vulnerable.”*

Since issues of exclusion are inherently local and highly contextual, this framework focuses more on the work that National Societies carry out in their own countries, rather than work carried out internationally by the IFRC. The enabling actions suggest ways that National Societies can support each other, building a model of mutual support that is grounded in the local context.

The IFRC understands “inclusion” to refer to: ***“reducing inequalities based on social backgrounds, identities, roles and power relations. Providing inclusive services means giving equitable access to resources for all. In the long term, inclusion also focuses on facilitating access to opportunities and rights for all by addressing, reducing and ending exclusion, stigma and discrimination.”***<sup>1</sup>

This framework considers a range of approaches to addressing exclusion by promoting inclusion, covered by what we call “the continuum of inclusive programming” illustrated in Figure 1, from equitable access to social inclusion.

While social inclusion programs are distinct in their aim to remove causes of inequality, programs focused on equitable access provide a supportive environment for the development of such programs. Therefore, the two approaches are complementary points along a continuum.

Both approaches also support the reducing the risk and instance of violence through promoting equality and reducing community tensions – with the aim of *“no-one left unsafe”*.

The difference between “equitable access” and “social inclusion” approaches and programs is illustrated in Figure 2, where the “systemic barriers” to equality (illustrated by the fence) has been removed in the last image.

➤ **Equitable access to assistance** (*“no-one left behind”*)

This approach ensures that all people receive the specific assistance they require. It does not aim to remove the cause of inequality.

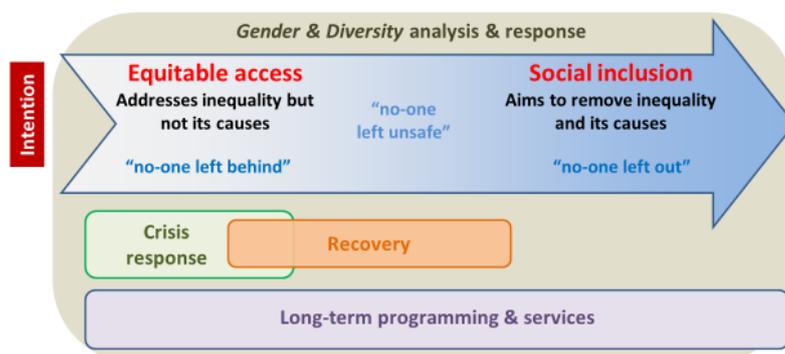


Figure 1: the continuum of inclusive programming

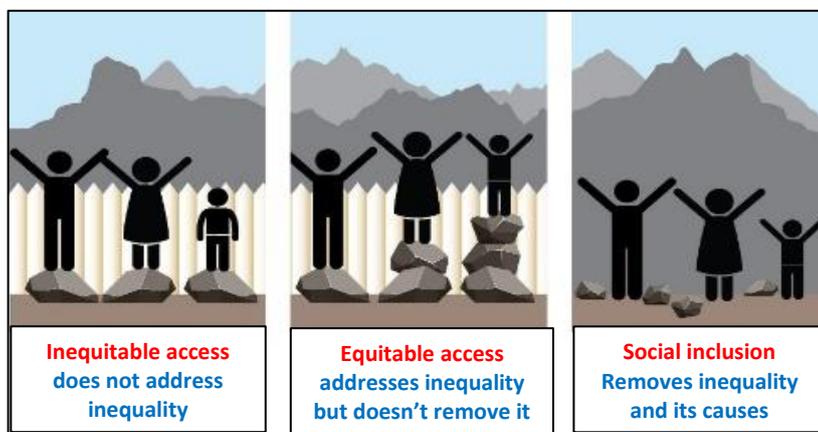


Figure 2: approaches to inclusive programming

<sup>1</sup> As defined in the IFRC gender and diversity policy, adopted at the IFRC General Assembly 2019

➤ **Social Inclusion** (“no-one left out”)

This approach is defined as: “Measures to facilitate access to resources, opportunities and fulfilment of rights for all by addressing, reducing and ending the systematic exclusion, stigma and discrimination that prevents certain groups<sup>2</sup> from enjoying full participation in economic, social, political and cultural life”.

Examples of two different approaches are given in [section 3](#) of this document – “National Societies’ response to exclusion” and in the commentary on the strategic outcomes in [section 5](#).

## 2. Global trends: persistent exclusion

Data from the past 10 years illustrates the need for the IFRC network to scale up its work on social inclusion. Despite progress made towards the Millennium Development Goals, by 2015 it was widely documented that “inequalities persist and that progress has been uneven”<sup>3</sup> and that “widespread improvements have failed to reach many people and to close the deep divides within and across countries.”<sup>4</sup> The inequalities and divisions within countries were largely related to an individual’s gender, age, ethnicity, disability, among other factors.

In many countries<sup>5</sup>, many are still being left behind. For example, in the European Union, statistics show that between 2010 and 2018, the number of people at risk of poverty or social exclusion has increased in most Member States<sup>6</sup>. In Nepal, under five mortality rates among Dalit<sup>7</sup> communities were more than double those of higher caste; in South Africa, black people’s incomes were around 13 per cent of white people’s<sup>8</sup>. Women are more likely to live in poverty than men, have higher rates of unemployment<sup>9</sup> and girls and women are estimated to be 14 times more likely to die in a disaster<sup>10</sup>. The UN Department for Economic and Social Affairs reported in 2016 “wide gaps” in access to education, child health and life expectancy based on ethnicity, socioeconomic status and place of birth<sup>11</sup>. In the same year, the percentage of youth (15-24) completing secondary education was on average twice as high among the main ethnic group as among the most disadvantaged ethnic minority.<sup>12</sup>

Such inequalities have often led to increased levels of violence. For example, research has shown the cyclical nature of social exclusion (rather than poverty), as the main underlying factor influencing vulnerability to violence in Central American cities, and that violence leading to further exclusion<sup>13</sup>. Recent years have seen reported increases in xenophobic attitudes and hate crimes against migrants in countries of destination, transit and arrival – around the Mediterranean<sup>14</sup> and around the world<sup>15</sup>. Recent WHO reports show that one in three women have experienced physical or sexual violence at some point in their lives<sup>16</sup> whilst sexual and gender-based violence has been shown to increase after disasters in varying contexts<sup>17</sup>.

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<sup>2</sup> “Excluded people” or “excluded groups” is used to designate those individuals or groups who are currently experiencing systematic exclusion from access to resources and opportunities and/or from participation in economic, social, political and cultural life, for any reason by other individuals or groups in the same society, whether deliberate or not. It does not imply that being in a situation of exclusion is a permanent state, and that this may change.

<sup>3</sup> See [UN Statistics: Leaving No-One Behind](#), and the [MDGs report 2015](#)

<sup>4</sup> From the [UN DESA 2016 “Report on the World Social Situation](#)

<sup>5</sup> See [UN Statistics: Leaving No-One Behind](#), and [MDGs report 2015](#) this [ODI report](#) 2012,

<sup>6</sup> 2016 edition of the [report on indicators to support the Europe 2020 strategy](#) and the Eurostat [statistics database](#).

<sup>7</sup> “Dalit” means “the oppressed”, previously referred to as “untouchables”.

<sup>8</sup> Putting inequality in the post-2015 picture” research paper by ODI, [2012](#)

<sup>9</sup> About 50% of women compared to 25% of men [MDG summary report 2015](#)

<sup>10</sup> See IFRC’s [Unseen, Unheard: Gender Based Violence in disasters](#)

<sup>11</sup> UN DESA [Report on the World Social Situation 2016](#)

<sup>12</sup> Ibid.

<sup>13</sup> See the OSCE [hate crime against migrants report](#), xenophobic violence against migrants in [South Africa](#), WHO 2013 “[Global and regional estimates of violence against women](#)”; IFRC’s [Unseen, Unheard: Gender Based Violence in disasters](#); “[Violence and Community Capabilities](#)” Latin American Faculty of Social Sciences (FLACSO) and American University

<sup>14</sup> OSCE [hate crime against migrants report](#)

<sup>15</sup> For example in [South Africa as reported by Human Rights Watch World Report 2016](#)

<sup>16</sup> WHO 2013 “[Global and regional estimates of violence against women](#)”

<sup>17</sup> See IFRC’s [Unseen, Unheard: Gender Based Violence in disasters](#)

Such stark realities led to “no-one left behind” becoming a central pledge of the Sustainable Development Goals<sup>18</sup>. Goals 5 ([Gender equality](#)), 10 ([Reduced inequalities](#)) and 16 ([Peace, Justice and Strong Institutions](#))<sup>19</sup> are particularly relevant for our aims on inclusive programming.

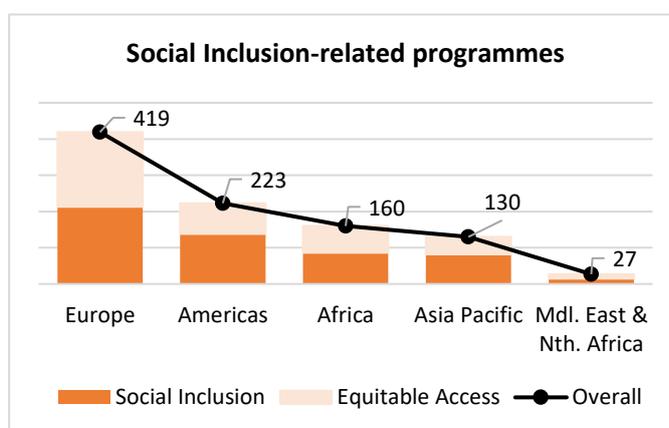
The IFRC’s 2018 [World Disasters Report](#) also provides an in-depth look at the implications of these inequalities for people affected by disasters, leading to a vicious cycle of the most vulnerable and most excluded being the worst affected by disasters and then ended up even more vulnerable, and consequently more excluded.

### 3. National Societies’ response to exclusion

#### 3.1. Scope of National Societies’ work on exclusion

Work carried out by National Red Cross and Red Crescent Societies worldwide ensures programming reaches people at greater risk of vulnerability. Data on “people reached” from the Federation-Wide Data Bank and Reporting System (FDRS) tells us that National Societies reported that programmes in social inclusion or a culture of non-violence and peace<sup>20</sup> reached 12.5 million people in 2017 (55% female) and 16.3 million people (53% female).

From an analysis of the annual reports of 173 National Societies (between 2012 and 2017), we can see that the scope of social inclusion programming varies from a few isolated activities to entire programmes making up the bulk of the work of some National Societies. In the analysis of the annual reports, we made a distinction between programmes providing “equitable access” and those aimed at “social inclusion” as defined above, to provide a full picture of the range of inclusive programming .



While we find significantly more programmes overall reported in Europe than in other zones, each zone has a similar range of about 50% focus on equitable access and 50% focused on social inclusion programmes (see Figure 3).

Figure 1: social inclusion related programmes by region

##### 3.1.1. Types of inclusion-related programmes

Social inclusion programmes tend to be focused on education, employment, integrated services or addressing discrimination (see Figure 2). In this last category there are a lot of training, advocacy and awareness, 60% of which are targeting the general public. Programmes focused on equitable access to excluded groups are mostly in health, shelter and psychosocial support. Many programmes with a focus on equitable access, are a gateway for National Societies to engage with excluded people, often developing in to providing or linking to longer-term social inclusion programmes. Many programmes focus on providing services that enable access to resources and opportunities for excluded people, such as creating safe spaces to combat the isolation experienced by people with HIV, helping migrants to find a job, and engaging with often isolated older people.

<sup>18</sup> As described in the [MDGs report 2015](#)

<sup>19</sup> Targets that include “reduce all forms of violence and related death rates everywhere” and “ensure responsive, inclusive, participatory and representative decision-making at all levels” and “promote and enforce non-discriminatory laws and policies”

<sup>20</sup> These two areas were merged into the single Area of Focus called “Protection, Gender and Inclusion” in 2017.

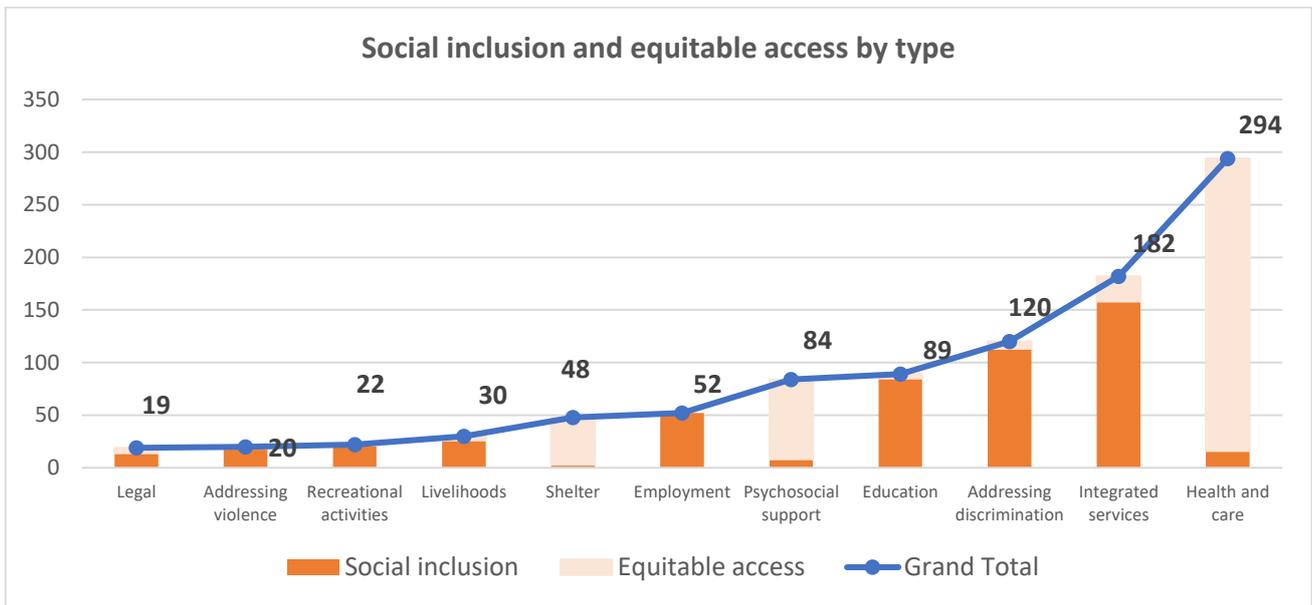


Figure 2: types of social inclusion-related programmes

Figure 3 shows the different approaches taken to social inclusion programmes as found in the annual reports of the National Societies. The aspects of partnership with other actors, raising awareness and advocacy were less prominent than the social inclusion services (*i.e. directly providing a service to individuals made vulnerable by exclusion*). However, in the consultations for this framework, many National Societies mentioned “partnership” with local communities, authorities, academia, private sector and civil societies, as a key component of their work, as a key part of their work, and most referred to some kind of advocacy or awareness raising, either at the community level, with authorities, or both. This discrepancy may be explained by the content of annual reports tends to focus more on the impact on populations and less on issues of partnership and advocacy.



Figure 3: approaches taken in Social Inclusion programmes

Many National Societies indicated that the combination of service provision, dedicated social inclusion programmes, with awareness and advocacy initiatives was the most effective way to address long-term exclusion issues. Many also referred to the importance of the partnership and trust with communities and with the authorities – and that this trust was established through respect for the National Society as a principled actor.

### 3.1.2. Factors leading to exclusion addressed by National Societies

In the National Societies’ annual reports, the four primary factors related to exclusion addressed by National Societies are **migration, gender, age** (both younger and elder people) and **disability** (see **Error! Reference source not found.**). A significant number of programmes (105) are also “mixed”, addressing more than one target group or people falling in more than one category – many of these also included one or more of the top primary causes. Programmes related to migration and disability were almost evenly split between equitable access and social inclusion, whereas the ratio of programmes addressing gender and children/youth were predominantly focused on social inclusion.

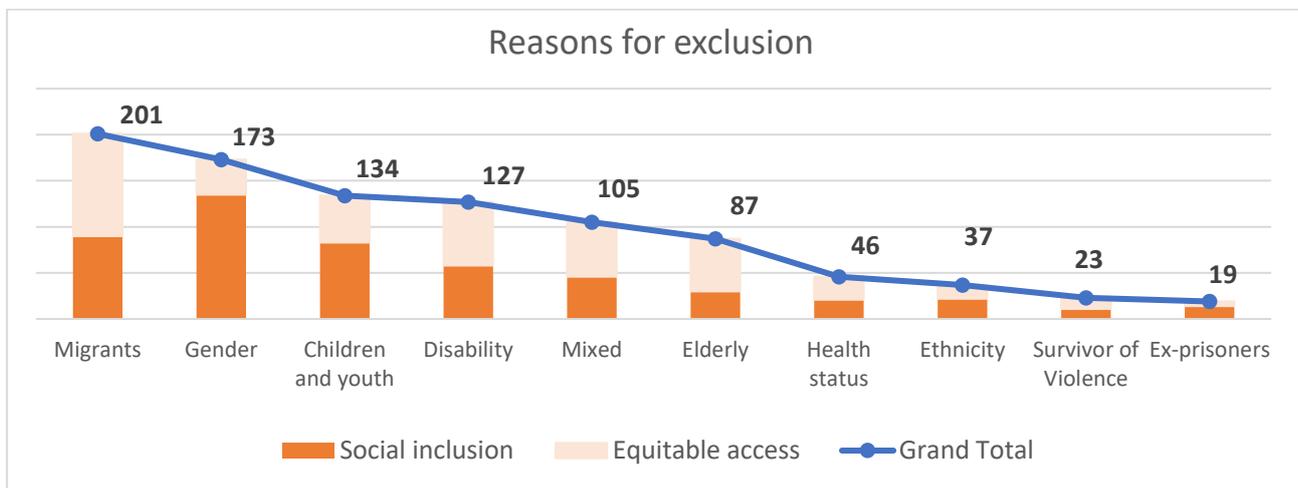


Figure 4: reasons for exclusion in NS programmes

During the consultations with the National Societies, other causes of exclusion were mentioned which were not prominent in the annual reports, included aspects of identity – in particular LGBTQI<sup>21</sup>, as well as causes related to experiences or situations: loneliness, homelessness, drug addiction, being out of employment, training or education, and health status, including experiencing mental health issues.

Having a direct or indirect experience of personal or community violence was also frequently mentioned in the consultations, in particular the exclusionary effects of sexual and gender-based violence, and different forms of urban violence, the latter were particularly referred to in Latin American countries.

To better know who is being reached and who is being left out by our programmes, we need to disaggregate our data. The 2019 edition of the IFRC “[Everyone Counts](#)” report on Federation-Wide Databank Focus data provides some preliminary information on National Societies’ disaggregated data by sex, age and disability. For example, the percentage of women in most indicators is slightly more than 50%, with some variations – e.g. in Africa more than 50% of people reached by programmes are female.

More information on the benefits and methods of disaggregation is available in the 2018 & 2019 editions of “Everyone Counts” (see [data.ifrc.org](http://data.ifrc.org)), and guidance is available in the forthcoming PGI in Emergencies Toolkit

## 4. Our approach to inclusive programming

### 4.1. Founded in the Fundamental Principles

Inclusive programming is an expression of key aspects of the Fundamental Principles of the International Red Cross and Red Crescent Movement; in particular humanity, impartiality neutrality and unity<sup>22</sup>. The “humanitarian values” that underpin the seven principles also provide an important foundation for inclusive programming, as embodied through initiatives such as Youth as Agents of Behavioural Change and Humanitarian Education programmes.

### 4.2. Statutory decisions

Successive resolutions of Movement governance bodies over the past decades have reaffirmed the importance of addressing issues of exclusion, inequality and violence informed by international law. Chief among the recent

<sup>21</sup> Lesbian, gay, bisexual, transgender, questioning (or: queer), intersex.

<sup>22</sup>

- The **principle of humanity** highlights the alleviation of human suffering and respect for the human being as key aims of the Movement, achieved by promoting “*mutual understanding, friendship, cooperation and lasting peace*”. The latter being defined in the Statutes of the Movement as “*founded on...equality, human rights, [and] fair and equitable distribution of resources*”.
- The **principle of impartiality** is particularly relevant for inclusive programming as it contains three ideas: the notion of **impartial** assistance is based on **non-discrimination** on any basis and **proportionality** (different degrees of need).
- The **principle of neutrality** affirms that “*to enjoy the confidence of all...the Movement does not engage in controversies of a political, racial, religious or ideological nature*” - ensuring that when National Societies act or advocate for inclusive programming and societies, it is motivated only by the principle of humanity.
- The **principle of unity** underlies the notion that for our programmes and services to be truly inclusive, our institutions must also be – stating that a National Society “*must be open to all. It must carry on its humanitarian work throughout its territory.*”

relevant resolutions are [Migration: Ensuring Access, Dignity, Respect for Diversity and Social Inclusion](#) and on [Health Inequalities](#) (adopted at the 2011 International Conference in 2011) as well as the resolutions on [Sexual and Gender-Based Violence](#) (International Conference 2015) and the adoption of the [Strategic Framework on Disability Inclusion](#) (at the 2015 Council of Delegates). These aspects of the principles mentioned above, combined with these and other resolutions underly the IFRC approach to issues of inclusion and social inclusion as one that is driven by needs and informed by rights<sup>23</sup>.

### 4.3. From Strategy 2020 to Strategy 2030

Strategy 2020 specifically highlighted social inclusion as part of the strategic aim - “promote social inclusion and a culture of non-violence and peace”. This focus resulted in the development of a decade’s work focusing on different aspects of this work, including (i) the [IFRC Strategy on Violence Prevention, Mitigation and Response \(2011-2020\)](#), (ii) the [IFRC Strategic Framework on Gender and Diversity Issues \(2013-2020\)](#), (iii) the [Strategic Framework on Disability Inclusion \(2015\)](#) and (iv) a “[Position Paper](#)” (2011) describing the Red Cross Red Crescent approach on “promoting a culture of non-violence and peace”.

These initiatives were a major part of IFRC’s work on tackling violence, discrimination and exclusion. The learning from these and other initiatives gave rise to the consolidated “Area of Focus” called “Protection, Gender and Inclusion” (PGI) that this strategic framework is an integral part of.

**Strategy 2030** maintains and develops the prominence of inclusion and social inclusion as a primary aim of the IFRC, with two of the three goals (including a specific reference to social inclusion):

**Goal 2: People lead safe, healthy and dignified lives, and have opportunities to thrive**

We recognise that to achieve sustainable development, we need to work in much more systemic ways so that we can facilitate opportunities for social inclusion, to enhance people’s resilience and their ability to thrive.

**Goal 3: “People mobilise for inclusive and peaceful communities”**

Across our global network we will promote and support more inclusive, equitable and cohesive societies. We strive for a world where all people are socially included, experience compassion, and diversity is celebrated.

These Goals are underpinned by aspects of all the five major global challenges<sup>24</sup> identified. Two of the challenges are particularly relevant: the fourth challenge “migration and identity” includes the aim to “*scale up our work on inclusion and social cohesion*” and the fifth on “values, power and inclusion” places an important focus on sustainability, equality, inclusion and diversity. Another key relevant idea in Strategy 2030 is “*placing local communities at the very centre of change.*”

#### 4.3.1. Causes of social exclusion

The IFRC’s *Framework for Community Resilience (2014)* and the related “*Roadmap*” (2016) states that “*community resilience...is about a people-centred approach*” where “*communities are engaged in decision making processes*” in an “*inclusive approach that take account of the needs of the most vulnerable*”. Community resilience and social inclusion both address what an individual and a community need in order to be strong and protected from harm<sup>25</sup>.

Looked at through the lens of community resilience, social exclusion is equivalent to a reduced level of personal resilience due to exclusion from key factors for resilience such as economic opportunities, strong social

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<sup>23</sup> Jean Pictet pointed out in his [commentary on the principles](#) that “*non-discrimination found expression in the Geneva Conventions and, later on, in legislation on human rights*”.

<sup>24</sup> The five global challenges are Climate change and environmental crises; Evolving crises and disasters; Growing gaps in health and well-being; Migration and identity; Values, power and inclusion

<sup>25</sup> Community resilience is defined as: “The ability of communities (and their members) exposed to disasters, crises and **underlying vulnerabilities** to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term prospects.

connections, access to basic needs and infrastructure<sup>26</sup>. To effectively and sustainably address issues of exclusion and lack of resilience, it is important to understand the causes.

While there is no commonly-agreed definition of social exclusion<sup>27</sup> (or inclusion), there is some consensus that causes of exclusion have many dimensions<sup>28</sup> – including economic, social, cultural and political. We can group these into two categories: **“structural”** (issues like lack of income, poor access to housing or employment, limited or no access to education and health services) and **“social backgrounds and identities”** (exclusion due to discrimination based on perceived or actual characteristics of individuals). Both categories are closely interrelated and mutually reinforcing – discrimination often leads to structural exclusion and vice versa.

A “Gender and diversity analysis”<sup>29</sup> is also crucial to understand the causes of exclusion by *“understanding how opportunities and inequalities may be affected by the various social backgrounds and identifying factors of each individual.”* (IFRC gender and diversity policy, forthcoming).

Carrying out such an analysis in a thorough manner can help to understand the interrelation between different causes of exclusion – in particular how individuals experience discrimination differently due to a combination of aspects of their identities (also referred to as “intersectionality”) - such as ethnic origin, nationality or citizenship, age, disability, language, political opinions, religious beliefs, social background, sexual orientation, physical appearance and colour, or having being in prison. In general, the more identity-related causes of exclusion a person experiences, the more extreme their exclusion might be - especially if combined with structural.

#### **4.3.2. Inclusion, prevention of violence and “protection”**

At its most extreme, discrimination against people on the basis of perceived or actual characteristics that make up identities can lead to violence including gender-based violence, racially-motivated attacks, and other hate crimes. Social exclusion is frequently a determinant for violence<sup>30</sup>: when people are excluded or discriminated against, their risk of experiencing violence increases.

It is in this sense that the concept of “Protection”<sup>31</sup> becomes important, as it is about keeping people safe from harm that others may cause them, and closely linked to the prevention of violence. Within this context, National Societies are engaged in a range of activities to protect vulnerable individuals from harm in the contexts of humanitarian, development and peacebuilding work. These activities can be grouped within the three “levels” or protection activities defined by the Movement Protection Framework<sup>32</sup>: 1) Do No Harm & Protection Mainstreaming 2) Specialized Protection activities 3) Influencing standards, norms and law.

While inclusive humanitarian programming is a fundamental prerequisite for any protection work<sup>33</sup>, social inclusion work to remove inequality ultimately reduces the risk of highly vulnerable people being subject to violations of their fundamental right to be protected from harm.

Based on the analysis above, the IFRC’s understanding of **social inclusion** is:

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<sup>26</sup> The Community Resilience Framework sets out 6 factors for community resilience: 1) is knowledgeable, healthy and can meet its basic needs 2) is socially cohesive 3) has economic opportunities 4) has well-maintained and accessible infrastructures and services 5) can manage its natural assets 6) is connected

<sup>27</sup> See the UNDESA [Report on the World Social Situation 2016](#), page 17.

<sup>28</sup> Ibid

<sup>29</sup> Gender and diversity analysis determines who is vulnerable in a given context; what factors render them vulnerable, and what are the consequences of vulnerability for each specific group.

<sup>30</sup> Krug, E., Dahlbert, L., Mercy, J., Zwi, A., & Lozano, R. (Eds.) (2002). World report on violence and health. Geneva, Switzerland: World Health Organization

<sup>31</sup> The Red Cross Red Crescent Movement’s commonly agreed definition of protection is *“all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. HR law, IHL, refugee law).”*

<sup>32</sup> The Movement Protection Framework was developed in 2018 by the Movement Protection Advisory board.

<sup>33</sup> See the [IFRC minimum standards for protection, gender and inclusion in emergencies](#)

*“Measures to facilitate access to resources, opportunities and the fulfilment of rights for all by addressing, reducing and ending the systematic exclusion, stigma and discrimination that prevents certain groups from enjoying full participation in economic, social, political and cultural life”<sup>34</sup>*

#### **4.4. Role of National Societies in inclusive programming**

In the consultations for this strategic framework, National Societies highlighted a few common aspects that inform their particular role in inclusive programming. Four of the most prominent aspects are given below, which inform the enabling actions elaborated in the strategic framework section.

- While the State has the primary responsibility to ensure social inclusion within its country, National Societies are a **trusted presence by people in communities as an effective, neutral and impartial organisation**. This trust is key to the success of National Societies’ direct provision of the range of social inclusion services.
- Furthermore, National Societies are a **trusted partner of local, regional and national authorities (based on their auxiliary status)** as well as **community level organisations** - including those who represent excluded groups, religious & faith-based organisations, national NGOs. This also means National Societies can engage in awareness raising and behaviour change at the community level and more formal advocacy with local and national authorities.
- Their **close involvement at the community level with the people who are excluded**. This allows NS to ensure their programmes are designed to address the needs of the most excluded. This close involvement may be referred to as “community engagement and accountability” “co-creation”, “meaningful participation” or “involving people with lived experience”, but the underlying principle is the same.
- This close involvement is greatly facilitated by **National Society staff and volunteers being diverse, representing all sections of the community**. Ensuring diversity in recruitment is also the implication of the principle of non-discrimination at the institutional level. The more diverse a National Society is, the more effectively it can address issues of exclusion – as one National Society put it *“We need to staff and volunteers who look and speak like the people we are trying to reach.”* Recruiting volunteers from within excluded communities can also itself be a way to address exclusion.

These four aspects are closely related to the “accompanying, enabling and connecting” approaches outlined in the *Roadmap to community resilience*. By adopting such approaches, National Societies ensure that the voice of excluded people is enhanced, strengthening communities and building bridges.

## **5. The strategic framework for inclusive programming**

The strategic framework for inclusive programming proposed below is informed by the aspects of the principles, strategies and statutory decisions described above. In particular it is informed by the different types and approaches of inclusive work of National Societies that was shared through their annual reports and the dedicated consultations carried for the development of this framework.

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<sup>34</sup> *“Rights”* refers to the principle of non-discrimination as described in the principle of impartiality, and expressed in international human rights legislation, and as referred to in the Statutes of the Movement. It does not imply that National Societies working on social inclusion should hold duty-bearers to account, but rather that our approach to meeting the needs of vulnerable people should be without discrimination and informed by rights.

*“Opportunities”* refers to equal opportunities to access education, employment, training and other ways of developing oneself for all members of society, irrespective of their age, race, sex, religion, political association, ethnic origin, or any other individual or group characteristic.

*“Resources”* refers to two situations. The first is when National Societies provide access to services for people who cannot otherwise access health care, education, legal advice, assistance in times of crisis, and so on. The second situation is the longer-term goal of social inclusion – by providing equal access to opportunities as described above, excluded people will get out of their situation of vulnerability, and be able to access the resources they need through their own means.

<b>Vision<sup>35</sup>:</b>	We strive for a world where all people are socially included and experience compassion and where diversity is celebrated.			
<b>Goal<sup>36</sup>:</b>	National Societies and IFRC contribute to increased inclusion, safety, equality and dignity of vulnerable and excluded communities.			
<b>Strategic outcomes</b>	SO1 National Societies and IFRC promote changes in the attitudes, behaviours and laws that lead to discrimination and exclusion.	SO2 National Societies and IFRC ensure no one is excluded from full and equitable access to all their programmes and services.	SO3 National Societies and IFRC support the full participation of excluded people in economic, social, political and cultural life.	
<b>Enabling action</b>	<u>EA1</u> : Enable meaningful involvement of excluded people in the design and implementation of programmes aimed to support them.	<u>EA2</u> : Ensure that staff and volunteers reflect the diversity of the societies where they work.	<u>EA3</u> : Strengthen partnerships within and outside the Movement to support existing or new inclusion work of National Societies.	<u>EA4</u> : Mobilize human, financial and other resources to support the inclusion work of National Societies.

### 5.1. Strategic outcomes

The three strategic outcomes describe the main ways in which National Societies and the IFRC can directly tackle issues of discrimination, exclusion and violence. These are supported by four enabling actions that National Societies and the IFRC need to engage in to ensure that inclusive programming is effective and meaningful.

The strategic outcomes intentionally address **ways** of reducing exclusion, rather than specific **types** of exclusion, for two reasons:

- 1) National Societies address a wide range of issues related to inclusion, and there are some commonalities. However, the focus is entirely dependent on the local and national context - both in terms of who is excluded in any given context, and in terms of which groups the National Society is best-placed to support.
- 2) The strategic ways to address specific types of exclusion is addressed in other IFRC strategies and policies – and other types could be further elaborated in the future. In particular, the four “types” of exclusion which are most prominently addressed by National Societies: Migration, Gender, Age, and Disability are all addressed by their respective strategies and policies and do not need further elaboration here.<sup>37</sup>

To complement these existing strategies, the goal and outcomes of this strategic framework seek to find the common core of those specific issues - and others which do not have their own strategy – thereby providing the IFRC with a common purpose and approach to addressing any kind of exclusion.

<sup>35</sup> The vision is based on the third Goal of Strategy S2030, and is intentionally aspirational, describing an ideal state of the external world that we would like to see, and aim to contribute to, not only through this strategy but through all of the work of the IFRC. The phrase “Experience compassion” is linked to the accompanying, enabling and connecting role of National Societies.

<sup>36</sup> The Goal describes the overall result that we would like to see achieved more directly linked to programmes implemented within the scope of this strategic framework.

<sup>37</sup> The IFRC Migration [Policy and Strategy](#), the [Strategic Framework on Gender and Diversity issues](#), the [Youth Engagement Strategy](#) and the [Movement Strategic Framework on Disability Inclusion](#).

The three strategic outcomes describe how National Societies implement the continuum of inclusive programming outlined on page 1. Each outcome is mutually reinforcing (as shown in Figure 5) and equally important. While the ultimate aim of social inclusion programming is full participation in social, political and cultural life, achieving this outcome also supports the further achievement of the other two outcomes. Similarly, changing attitudes, behaviours, practices and laws facilitates both equitable access and social inclusion. But increased levels of equitable access and social inclusion also facilitate further changes in attitudes, behaviours and laws.

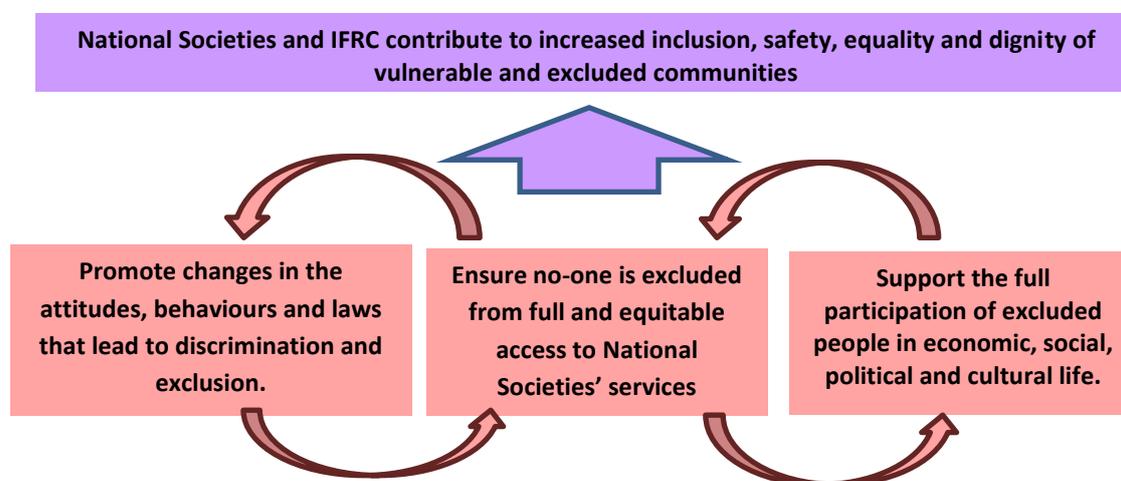


Figure 5: Strategic Objectives

**Strategic outcome 1:** National Societies and the IFRC promote changes in attitudes, practices, behaviours, and laws that lead to discrimination, exclusion and violence.

Many of the root causes of exclusion lie in the discrimination, stigma and inequality perpetuated by society. This outcome recognizes that for National Societies and the IFRC to properly tackle exclusion, discrimination must be addressed at many levels, both within ourselves, within the community, and within the structures and systems that societies have developed. Programmes that fall under this outcome include the many public awareness campaigns tackling misconceptions and stereotypes about migrants, people of sexual and gender minorities, people with disabilities, people who are not from the majority ethnic or religious group in the country and so on.

It includes the many programmes that address changing attitudes and behaviour at the community level through build connections between people experiencing exclusion and those who are not - facilitating the spirit of humanity and inclusion to emerge through shared interests and connection. For example, many National Societies have activities bringing together people from migrant communities to meet and learn together with “host” communities, increasing understanding and reducing discrimination.

It also includes the programmes which seek to influence change through influencing policies, legislation and structures which foster exclusion of certain groups – for example, the Swedish Red Cross’ campaign to challenge laws which would have a negative impact on family reunification of asylum seekers.

- National Societies work towards this outcome by:
  - Developing programmes in their own countries to challenge discriminatory or exclusionary practices
  - Engaging in the peer network to share good practices and supporting peer National Societies
  - Engaging in local, national, regional, and global advocacy efforts on common issues of discrimination and exclusion
- IFRC will support this outcome by:
  - Consolidating and sharing good practices of National Societies
  - Providing consolidated guidance on advocacy on issues related to discrimination and exclusion

**Strategic outcome 2:** National Societies ensure that no-one is excluded from full and equitable access to their programmes and services.

This outcome relates to the provision of equitable access to services and programmes. For example, the mobile health clinics of Palestinian Red Crescent include a key focus on reaching those who are most excluded (such as people with disabilities) and also ensure that men and women can both equally access the services, by always having both male and female staff available. Many National Societies adopt this approach in all their programming, by making specific and constant effort to ensure that staff and volunteers know how to adopt an inclusive and equitable approach. Nepal and Costa Rica Red Cross for example have recently developed policies and strategies to ensure equitable access as part of an overall protection, gender and inclusion approach.

These programmes can be described as being at the beginning of the “continuum of inclusive programming” described on page one, and are recognized as an essential foundation for developing social inclusion programmes. Such programming provides the first step towards full inclusion in society, by ensuring basic needs are met which will then allow excluded individuals to be able to benefit from more transformative measures such as education, vocational training, employment, and legal rights. Furthermore, a National Society that provides social inclusion programmes must also ensure that any basic services are also fully accessible to all.

- National Societies can work towards this outcome by:
  - Ensuring their own programmes and services are designed and implemented to be inclusive of all
  - Engaging in the peer network to share good practices and supporting peer National Societies
- IFRC will support this outcome by:
  - Consolidating and sharing good practices of National Societies
  - Providing guidance and training on how to ensure equitable access in programming (existing training and guidance on protection, gender and inclusion, and community engagement and accountability)

**Strategic outcome 3:** National Societies and IFRC support the full participation of excluded people in economic, social, political and cultural life.

Programmes under this strategic outcome are designed with a long-term aim: bringing about a significant, transformative change in the lives of people who are excluded, eventually ending or minimizing their exclusion.

The type of programmes vary considerably, as they are specifically designed or adapted for their particular context – for example the integrated services for Aboriginal and Torres Strait Islander people in Australia which include service provision to meet specific needs such as loneliness and employment, while working with the community to identify other support that cuts across social, political, cultural and economic needs, including and enhancing self-determination. Many National Societies provide a wide range of inclusion services to migrants in their countries of destination, including language classes, access to education and employment, legal counselling.

Other examples include programmes like those of Belarus Red Cross such as the “working with communities” programme which empowers older people to have full participation in society, or the centres for people with drug addictions run by societies like Kenya and Italy that offer treatment for addiction and pathways to re-establish full and meaningful participation in society.

It also includes common activities like establishing a community centre providing a range of social inclusion activities – like the centres found in Spain, Vietnam, the Netherlands and Turkey, where not only are all members of society welcome, but those who are most excluded will find support to re-establish a livelihood or connection with society. Enhancing the employability of vulnerable people in local labour markets is a key factor for sustainable social inclusion. Many National Societies support job seekers to develop new skills, and engage with potential employers to find or create opportunities that benefit both employee and employer.

Many societies also use recreational activities as a pathway to inclusion – these include inclusive holiday activities for families that can be a catalyst for participation in society. The power of using sport as a gateway for inclusion

is well established, many National Societies use sport as a way to break down barriers, make connections between different communities and boost the confidence of excluded people, young people in particular.

The Uganda Red Cross programme is using sports therapy to support the psychosocial wellbeing of vulnerable communities in West Nile, Northern Uganda, while the Serbian Red Cross sets up football training and a makeshift gym at the Pirot migrant centre at the Bulgarian border.

Addressing violence as a cause and consequence of exclusion is also common in many countries, for example some Latin American societies run “friendly neighbourhood” programmes which aim to prevent violence and exclusion in urban settings. Other societies run programmes addressing tensions and building understanding between communities in the aftermath of communal violence, for example Sri Lanka Red Cross’ Social Cohesion and Reconciliation.

The IFRC with the Qatari Red Crescent and Government of Qatar have developed a programme which aims *“to support the full participation and engagement in and with societies of excluded young people from at risk, refugee and IDP communities through football.”*

The programme aims to achieve this goal by providing football skills training, life skills, leadership development and learning opportunities, opportunities for social entrepreneurship as well as support for well-being and personal resilience, reduce violence through “friendly neighbourhoods” and improve advocacy.

- National Societies can engage in this outcome by:
  - Establishing programmes and services which support full participation in one or more aspect of economic, social, political and cultural life
  - Engaging in the peer network by sharing good practices and supporting peer National Societies
- IFRC will support this outcome by:
  - Within the broader peer support network on protection, gender and inclusion, establish a group of social inclusion practitioners to share good practices and participate in face to face meetings.
  - Developing a monitoring and evaluation guide on how to measure the impact of social inclusion programmes, both for programme management and for resource mobilisation.

## **5.2. Enabling actions**

This set of actions summarise the main ways of working that National Societies described as important for effective social inclusion programmes. They are “enabling” of the strategic outcomes above that focus on the types of programmes aimed to support excluded people. They collectively support all three strategic outcomes, but each one has a particular purpose and benefit, as illustrated in Figure 6 and explained below.

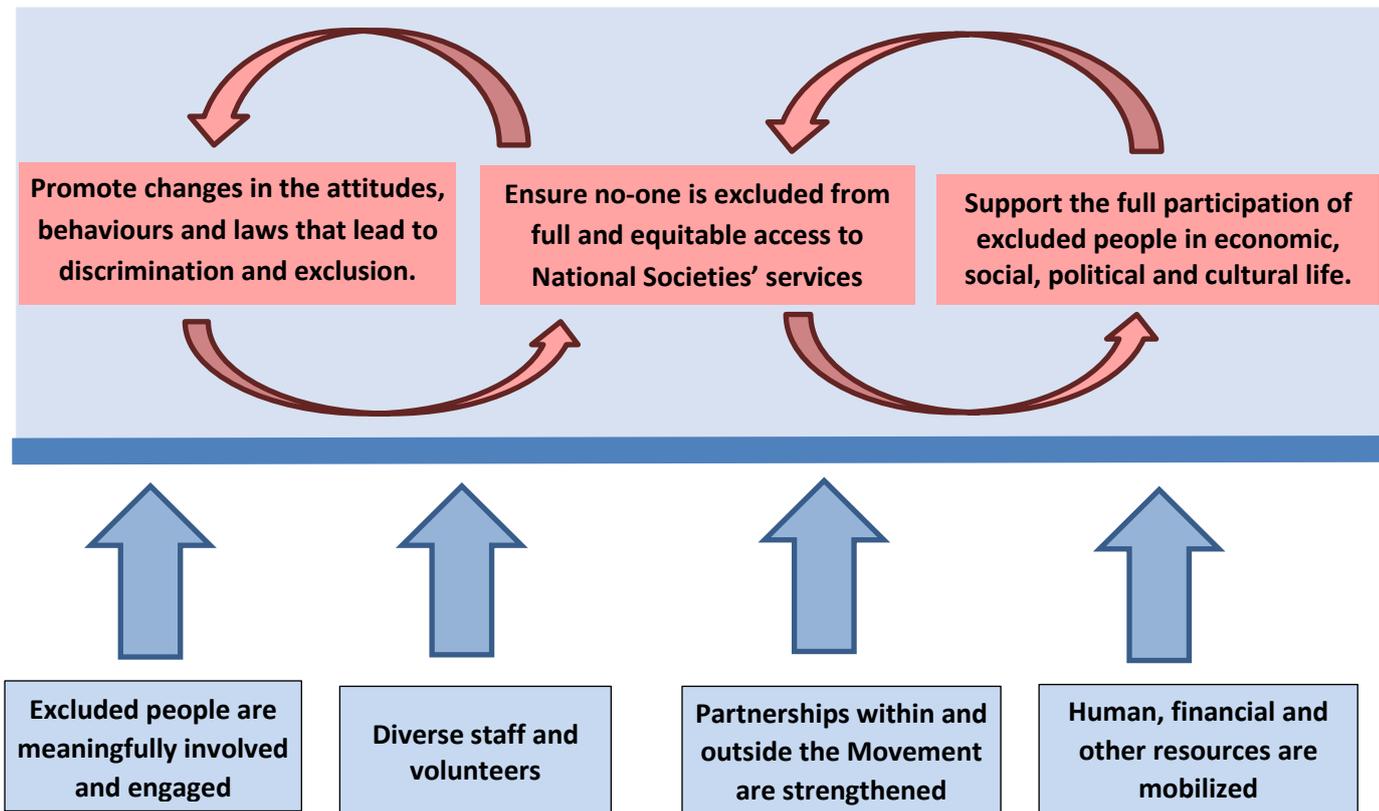


Figure 6: Enabling Actions

Note that each of the enabling actions applies to each one of the strategic outcomes, applying all four actions will be supportive of each one of the outcomes – in other words, programmes under each of these outcomes should:

- **Involve people from the targeted excluded groups** in the design and implementation (EA 1)
- **Include staff and volunteers from diverse backgrounds**, including the groups of people that the programme aims to reach (EA 2)
- Be **conducted in partnership** with organisations representing a relevant excluded group(s) and organisations which support them (**EA 3**).
- Be **sufficiently resourced** (EA 4)

***Enabling action 1:* Excluded people are meaningfully involved and engaged in the design and implementation of the programmes that are aimed to support them.**

The benefits and necessity of meaningful engagement of people in the development of programmes aimed to support them is well established in the IFRC through various initiatives, and in recent years this experience has been consolidated and further elaborated through the guidance available in the area of “Community

Engagement and Accountability” (CEA), as well as through specific guidance within sectoral tools on how to integrate CEA into programming.<sup>38</sup>

There is a particularly strong link between CEA and social inclusion, given the importance of understanding the real complexities of excluded groups and causes of exclusion to ensure effective social inclusion programmes. Meaningful involvement should happen throughout the programme, including the evaluation phase. Many National Societies also emphasise the importance of a “whole community” approach, so that all sections of the community – excluded and non-excluded – are involved in the development of programmes.

“Community engagement” includes ways of working collaboratively with communities to ensure that Red Cross and Red Crescent actions are effective, inclusive, sustainable and accountable. It includes processes to systematically listen to, engage and communicate with people and communities in order to better understand their diverse needs, vulnerabilities and capacities; and to provide safe and equitable access.

“Accountability” includes the responsibility to protecting and preserving the rights and dignity of people and communities, including their right to equitable access to assistance in proportion to their needs, priorities and preferences.

An example of this practice is the Kenya Red Cross Society engagement with communities (people with disabilities, women, children in and out of school, etc), working side by side with them in order to get their input on what priority should be addressed by the National Society. This led to the creation of a feedback mechanism, therefore the Kenya Red Cross set up a hotline so that people can provide feedback, raise complaints, discuss rumours and so on.

Many NS social inclusion programmes recruit people who have benefited from the programmes as staff and volunteers – for example programmes to support drug users in Italy and in Kenya, prisoners in Australia and Ireland and people with migration experience in many countries. This both influences the running of the programme and ensures a more representative staff and volunteer base – the benefits of which are described in the next enabling action.

***Enabling action 2: National Societies have a staff and volunteer base that reflects the diversity of the societies where they work.***

During the consultations for this strategic framework – and for Strategy S2030 and the Gender and Diversity Inclusion policy - the importance of National Societies and the IFRC being representative of the people they support was frequently emphasised. Primarily a matter of principle (stemming from the principle of Unity), social inclusion programmes having diverse staff and volunteers also is conducive to effective programming.

It facilitates National Societies’ ability to work with communities, ensuring they feel safe in accessing our programmes, facilitates the involvement and engagement emphasised in Enabling Action 1, leading to better-designed programmes. For example, many of the programmes and services supporting migrants in National Societies around the world have found that having staff and volunteers who either have themselves had an experience of migration (or are from the diaspora of the migrants’ country of origin) has been very supportive for more inclusive and effective programmes. The Egyptian Red Crescent found that changing its volunteering policy to welcoming non-Egyptian volunteers as agents of change (e.g. from Syria, Yemen, Palestine) greatly facilitated the implementation of services and programmes in the refugees and migrant communities .

In those contexts where IFRC structures, or NS branches or national headquarters are not very representative of the communities they seek to serve, a concerted effort should be made to analyse their existing ways of engaging with different groups in staff recruitment and volunteer mobilisation. Specific initiatives can then be made to engage with and recruit individuals from those groups currently under-represented, for example through engagement in the networks and community structures of those under-represented groups. This might include considering non-traditional methods of engagement such as short-term volunteering opportunities for individuals that may be unable to make a long- or medium-term commitment. The 2019 version of the IFRC’s

<sup>38</sup> See the [Movement-wide Commitments for Community Engagement and Accountability](#)

“Everyone counts” report looks at the extent to which the IFRC network is gender balanced in terms of governance, staff and volunteers.

**Enabling action 3: Partnerships within and outside the Movement are strengthened to support existing or new inclusion work of National Societies**

In the consultations for this framework, National Societies emphasised the benefits of strong and meaningful partnerships with relevant bodies of public authorities and other key stakeholders to address matters related to inequality and social exclusion to ensure access to excluded groups, collaboration, and coherence at the local level. National Societies also engage partnering with academia on research and analysis of excluded people to support better programme development, for example, extensive collaborations in Palestine on disability inclusion issues, in Turkey on issues of inclusion of migrants and in Spain on all aspects of vulnerability and exclusion throughout society.

Private businesses are also relevant in inclusion work, for example, the Finnish Red Cross (among other societies) have an employment access programme in collaboration with local businesses and civil society organisations to provide work placements for migrants. Other forms of partnership include a number of collaborations with sports institutions, including FIFA, and football clubs such as the partnership between Spanish Red Cross and FC Barcelona, launching a campaign to help refugees integrate into Spanish society.

Partnerships with civil society organisations promoting inclusion of specific excluded groups can also be very supportive of National Societies’ work to ensure inclusion – especially when the National Society has limited experience or expertise in this area. For example, collaboration with civil society groups supporting particular excluded populations – such as people with disabilities, LGBTQ+ people, faith or ethnic groups can ensure better collaboration, better understanding and better representation of those groups.

Consultations for this strategic framework (and previously) have indicated that National Societies would like to know more about the protection, gender and inclusion practices of their peers. Existing resources (such as existing networks on migration, gender and diversity and youth, documentation of migration-related social inclusion practices) could be built on to develop the global peer support network described as support to Strategic Outcome 3. The development of such a network would allow for increased partnership on knowledge sharing and resource mobilisation highlighted in the next Enabling Action.

**Enabling action 4: Human, financial and other resources are mobilized to support the inclusion work of National Societies.**

While the data from the annual reports, regional consultations and FDRS showed that the inclusive programming of National Societies is significant, consultations also highlighted funding as an issue, especially for standalone social inclusion programmes. Those National Societies whose main work is on humanitarian response to disasters and health crises highlighted that they have good access to those funding streams but do not have sufficient knowledge or access to funding for social inclusion programmes. Funding varies from region to region, for example with significant funding available within the European Union compared to other regions.

There is a potential to mobilise resources to support the inclusion work of National Societies by demonstrating the collective impact of their work, and the vast experience of the network. This strategic framework aims to support this by establishing a common understanding that can be used to better demonstrate this collective impact. The proposed support activities under each strategic outcome above facilitate this by:

- Consolidated information on the activities and good practices of National Societies through the peer network and collected good practices
- Better collaboration and partnership between National Societies through the peer network
- Better measure of the outcomes and impact supported by M&E guidance to identify potential funding opportunities

A peer support network (as part of the wider protection, gender and inclusion network) would also have the potential to make the most of National Societies' experience and expertise worldwide. For example, there have been some successful "twinning" initiatives linked to social inclusion issues, which have brought new perspectives and ways of working to both National Societies. Expanding these types of collaboration would mobilise human and knowledge resources for mutual benefit. For example, Spanish Red Cross' experience in facilitating access to employment has strongly influenced the ESIRAS project (Employability and Social Inclusion of Refugees and Asylum Seekers): eight European NS have learnt proven methodologies (and learnt from each other's implementation) about how to increase the employability of refugees and asylum seekers.

## 6. ANNEX 1: MONITORING AND EVALUATION FRAMEWORK

During the consultations, National Societies highlighted the importance of Monitoring and Evaluation (M&E) systems to measure progress, improve programming and ensure accountability in inclusive programming.

This set of indicators offer guidance for National Societies who are developing a social inclusion programme. The indicators provided here are not intended to be collected globally as the systems required for accurate and reliable data at the programmatic level are extensive. Measuring changes in discrimination and exclusion at this strategic level is complex, and consequently, globally consolidated data would require significant development of data collection and management systems.

However, by establishing a common core set of indicators on the strategic outcomes, National Societies can choose to use these standard indicators, leading to an increasingly coherent and consolidated picture of the social inclusion work at a national and regional level, that could be further consolidated in future years.

Measuring inclusion requires multiple and mixed methods of monitoring and evaluation beyond quantitative indicator measurement. For example, participatory story-telling based methods that illustrate important context and community perspectives are invaluable. Some methods already used within IFRC include “[Most Significant Changes](#)”, with tools such as participatory video – for example the – for example the “[Indaba](#)” series of participatory videos used to gather community feedback for baselines, monitoring, evaluations and lessons learned.

Result level		Indicator	Where and how to get the data	Definitions and comments
Goal	National Societies and IFRC contribute to increased equality and dignity by reducing the discrimination, exclusion and violence experienced by individuals and groups because of their social status, identity or experience.	<p>a. % of the population reporting having personally felt discriminated against or harassed within the past 12 months on the basis of a ground of discrimination prohibited under IHRL (<i>SDG indicator 10.3.1</i>)</p> <p>b. % of the population at risk of poverty or social exclusion.</p> <p>c. Consolidated stories and case studies of individuals and communities’</p>	<p>a.</p> <p>i) <i>National Level</i>: State statistics – SDG indicator collection per country by UN Stats. / <a href="#">data from NGOs working in this area</a></p> <p>ii) <i>Programme level</i>: Key informant interviews / focus group discussions</p> <p>b.</p> <p>i) <i>National level</i>: State statistics (for EU countries data available at <a href="#">Eurostat</a> / data from NGOs working in this area</p> <p>ii) <i>Programme level</i>: survey</p>	<p>State statistics, where available are useful context but not attributable to NS programmes and should be compared with programme-level survey data.</p> <p>Indicator b) is a composite of 3 measures as defined by <a href="#">Eurostat</a>.</p> <p>i) Poverty rate</p> <p>ii) Material deprivation levels</p> <p>iii) Individuals living in a household with low work intensity</p>

		experience of discrimination, exclusion or violence.	c. Collected by programme team.	The sources of qualitative data in indicator c) to be defined according to context.
<b>Strategic outcomes</b>	SO1 National Societies and IFRC promote changes in the attitudes, behaviours and laws that lead to discrimination and exclusion.	<p>a. % of people directly reached by advocacy interventions who state they have changed attitude towards an excluded group</p> <p>b. # people directly and indirectly reached by advocacy interventions on discriminatory attitudes, behaviours and laws</p> <p>c. # of laws or procedures changed to remove discriminatory measures.</p>	<p>a. Survey of targeted individuals.</p> <p>b. NS project records recording people directly and indirectly reached</p> <p>c. National legislation database.</p>	<p>a) “advocacy interventions” may refer to public outreach, awareness-raising actions, community or legislative advocacy, to be defined according to local context.</p> <p>See <a href="#">Everyone Counts 2018</a> for definitions of “direct” and “indirect”</p> <p>b) “discriminatory measures” are whatever measures are targeted because perceived as such by an NS advocacy objective.</p>
	SO2 National Societies and IFRC ensure no-one is excluded from full and equitable access to all their programmes and services.	<p>a. # people reached by NS services, disaggregated by sex, age, and disability and compared with demographic averages.</p> <p>b. % of NS services which meet minimum criteria for equitable access based on the “scorecard” in the IFRC “PGI in emergencies toolkit” (available at <a href="http://www.ifrc.org">www.ifrc.org</a>)</p>	<p>a. NS project records (e.g. distribution lists) recording people reached</p> <p>b. NS records of monitoring against an adapted version of the “score card”</p>	<p>See IFRC “Everyone Counts” 2018 and 2019 <a href="http://data.ifrc.org">http://data.ifrc.org</a> for more information about disaggregation, and the PGI in Emergencies toolkit for further guidance.</p> <p>“compared with demographic averages” means that NS programmes should reach at a minimum the same percentage of excluded people as the regional or national average, or significantly more if the programme is targeting an excluded group.</p> <p>Example “minimum criteria” is defined by the standard “scorecard”, but this should be adapted according to context.</p>
	SO3 National Societies and IFRC support the full participation of excluded people in economic, social, political and cultural life.	<p>a. % of people supported by social inclusion programmes who state that they feel more included in society after 12 months.</p> <p>b. # people reached with education services supported or provided by the National Society.</p>	<p>a. Focus group discussion with sample of people supported</p> <p>b. National Societies / Ministry of Education records of people reached</p>	<p>a. “social inclusion programmes” refers to any programme which meets the objective of the definition of social inclusion in this framework</p>

		c. % people supported by NS access to employment programme who are in employment 6 months after receiving support.	c. National Society records of employment status of people reached	b. “education services” refers to those services as defined in the IFRC strategic framework on education.
Enabling actions	<u>EA1:</u> Enable meaningful involvement of excluded people in the design and implementation of programmes aimed to support them.	<p>a. % of programmes in the NS that have processes in place to involve excluded groups in programme design and implementation.</p> <p>b. % of programmes in the NS that have integrated community engagement and accountability (CEA) mechanisms into plans, budgets, management and decision-making and monitoring processes.</p> <p>c. Consolidated stories of individuals’ experience of their involvement in the programme design</p>	<p>a. Review of programme documentation and interviews with programme leads.</p> <p>b. Review of programme documentation and interviews with programme leads.</p> <p>c. Interviews and group discussions with people from excluded groups programme (e.g. using participatory video)</p>	<p>a. “excluded groups” is defined on page 2 of this framework.</p> <p>b. “CEA mechanisms” are defined in the Movement minimum standards on CEA.</p> <p>c. “People from excluded groups” defined as above.</p>
	<u>EA2:</u> Ensure that staff and volunteers reflect the diversity of the societies where they work.	<p>a. Ratio of in NS staff and volunteers of the following:</p> <ul style="list-style-type: none"> <li>i. men/women/gender minorities;</li> <li>ii. people with / without disabilities;</li> <li>iii. ethnic minority/ majority</li> <li>iv. under 25 / over 55;</li> </ul> <p>b. Consolidated stories of the experience of staff and volunteers who belong to minority groups.</p>	<p>a. NS Staff &amp; volunteers database</p> <p>b. Interviews and group discussions with staff and volunteers (e.g. using participatory video)</p>	<p>a.</p> <ul style="list-style-type: none"> <li>i. “gender minorities” refers to individuals who do not identify as a man or a woman.</li> <li>ii. “people with disabilities” refers either to the definition in the Convention on the Rights of Persons with Disabilities, or to national legislation if more specific.</li> <li>iii. “ethnic minority groups” refers to “groups in a non-dominant</li> </ul>

				<i>position vis-à-vis the dominant ethnic population.” (UN DESA)</i>
	<u>EA3</u> : Strengthen partnerships within and outside the Movement to support existing or new inclusion work of National Societies.	<ul style="list-style-type: none"> <li>a. # of partnerships with Movement actors specifically on inclusion issues</li> <li>b. # of partnerships with groups representing excluded people</li> <li>c. # of partnerships with other service providers, municipalities and private sector</li> </ul>	a, b, c: List of memorandum of understanding / partnership agreement	“partnerships” may refer any of the following: financial support, technical support, peer support, NS as implementing partner, external organisation as advisor.
	<u>EA4</u> : Mobilize human, financial and other resources are to support the inclusion work of National Societies	<ul style="list-style-type: none"> <li>a. Money raised to support social inclusion programmes</li> <li>b. Money raised to support equitable access in other sectors</li> <li>c. # of new staff recruited (or staff reassigned) to support inclusive programmes</li> </ul>	<ul style="list-style-type: none"> <li>a, b: Financial records with a system to track programme types.</li> <li>c: Staff records</li> </ul>	<ul style="list-style-type: none"> <li>a. “Social inclusion programmes” as defined in the framework</li> <li>b. Additional funding for technical support or additional measures to ensure or improve equitable access (not funding for general programming)</li> </ul>