

ROADMAP TO ACCELERATED INSTITUTIONAL GROWTH.



Vision Commitment & Impact

INTRODUCTION

At this defining moment in history, the International Federation of Red Cross and Red Crescent Societies (IFRC) stands at a critical crossroad. The scale, frequency, and complexity of humanitarian crises are expanding, while resources, public trust, and global cohesion are increasingly strained. Yet, our mandate remains unwavering: to alleviate human suffering, protect human dignity, and promote peace without discrimination.

I hereby present my candidacy for the Presidency of the IFRC, anchored in a firm belief that sustainable institutional growth must be National Society-centered, locally driven, financially resilient, inclusively governed, and globally impactful.



This vision recognizes National Societies not merely as implementing partners, but as strategic leaders at the heart of our Movement.

My leadership will be guided by a vision that inspires, a commitment that delivers, and an impact that endures.

CORE PILLARS OF THIS ROADMAP



1. Localization: Powering Humanitarian Action from the Ground Up

Localization is not a slogan; it is the future of credible, effective, and accountable humanitarian action. It must go beyond rhetoric and be translated into policy, practice, and measurable outcomes.

My vision is to shift decision-making authority, resources, and leadership closer to affected communities, strengthening National Societies as first responders and strategic actors—not subcontractors. We affirm that no National Society is small, and each has a vital role to play.

We will be committed, at governance and policy levels, to:

- Institutionalize local leadership development and capacity-building frameworks.
- Expand direct and flexible funding access to National Societies and community-based actors.



- Promote context-specific humanitarian solutions driven by local knowledge, innovation, and accountability.- Establish clear localization benchmarks and reporting mechanisms across the Federation.

Expected Impact:

- Faster, culturally sensitive, and more sustainable humanitarian interventions.
- Stronger ownership, legitimacy, and public trust in National Societies at national and community levels.

2. Financial Sustainability: Building a Resilient and Independent Federation



A strong Federation depends on financial resilience, diversification, and integrity. Drawing on my private-sector experience, my vision is to transform the IFRC into a financially diversified, transparent, and future-ready institution.

This will be achieved by expanding innovative financing mechanisms—including blended finance, ethical private-sector partnerships, and humanitarian endowment funds—while strengthening financial governance, accountability, and donor confidence. Simultaneously, we will support National Societies in developing domestic resource mobilization strategies.





We will be committed to:

- Diversifying income streams beyond traditional humanitarian funding cycles.

- : Strengthening financial oversight, risk management, and transparency.


- Supporting National Societies in building sustainable domestic funding bases.

- Establishing a Federation-wide financial resilience framework aligned with long-term strategic priorities.

Expected Impact:

- Reduced dependency on unpredictable funding cycles.

- Long-term operational stability and strategic autonomy for the IFRC and its members.



3. Inclusive Governance: One Federation, Many Voices

Inclusion is a source of strength. It enhances legitimacy, improves decision-making, and reinforces accountability. We envision a Federation where every National Society, volunteer, youth representative, and gender group have a meaningful and respected voice.



We will be committed to:

- Promoting equitable regional representation in leadership and decision-making bodies.
- Mainstreaming youth engagement, gender equity, and disability inclusion across governance and operations.
- Strengthening governance systems grounded in integrity, accountability, transparency, and ethical leadership.
- Investing in governance capacity-building to ensure effective participation of all National Societies.

Expected Impact:

- Stronger internal trust and cohesion within the Federation.

A leadership culture that truly reflects the diversity of the communities we serve.



4. Global Peace: Humanitarian Action as a Bridge to Stability

During the 2024 statutory meetings and IFRC General Assembly, I strongly supported the resolution reaffirming the role of our Movement as a factor of peace. Peace is not political, it is humanitarian. It is rooted in neutrality, humanity, and impartial service.

Under this roadmap, the IFRC will be better positioned as a leading moral voice and operational actor for peacebuilding and social cohesion.



We will be committed to:

- Expanding humanitarian diplomacy to address conflict prevention, social polarization, and climate-related tensions.
- Providing enhanced support to National Societies operating in fragile and conflict-affected contexts.
- Systematically integrating peace-sensitive approaches into humanitarian programming.



Expected Impact:

- Reduced humanitarian access barriers.
- Stronger community resilience, social cohesion, and peaceful coexistence.

ROADMAP FOR LEADERSHIP IMPACT

First 100 Days: Setting the Foundation



Our leadership will be action-oriented from day one.

Within the first 100 days, we will:

- Conduct a Federation-wide listening and consultation process through regional engagements.

- Establish a Presidential Advisory Council reflecting regional, gender, youth, and sectoral diversity.
- Initiate a Localization Action Framework with measurable targets and clear delivery timelines.
- Launch a comprehensive financial sustainability audit and reform agenda.
- Reaffirm the IFRC's commitment to neutrality, independence, and humanitarian diplomacy with states, partners, and multilateral actors.
- Communicate transparently with National Societies on priorities, expectations, and progress.

First Two Years: Driving Institutional Transformation



Over the first two years, we will focus on deep and measurable institutional change by:

- Rolling out localized funding mechanisms and leadership development programs.
- Implementing inclusive leadership reforms across statutory and operational levels.

- Securing new strategic funding partnerships and establishing reserve and endowment structures.
- Strengthening the IFRC's global advocacy role on peace, climate resilience, and humanitarian access.
- Digitizing systems to enhance efficiency, transparency, coordination, and data-driven decision-making.

Our Four Years: Consolidating Impact and Legacy



By the end of our four-year mandate, we will:

- Institutionalize localization as the Federation's standard operating model.
- Achieve measurable improvements in financial independence and sustainability.
- Establish the IFRC as a global reference point for inclusive humanitarian governance.
- Positioning the Federation as a trusted humanitarian bridge in peacebuilding efforts.
- Ensure a stronger, unified, and future-ready IFRC.

A SHARED JOURNEY TOWARDS GREATER IMPACT



This campaign is not about personal ambition—it is about service. It is about National Societies, volunteers, and communities. It is not about position; it is about purpose.

Together, we can build an IFRC that is locally empowered, financially resilient, inclusively governed, and globally impactful.

I invite you to join me on this journey—to renew our humanitarian compact and accelerate institutional growth for the benefit of humanity.

Vision. Commitment. Impact.

Vision

Commitment

&

Impact

