



Annual Report and Financial Statements

2020/21

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Overview from the Chair and CEO

We are very pleased to present RedR UK's Annual Report for 2020/21 and we thank the RedR UK Team, Trustees, Members, Associate Trainers and consultants for their extraordinary work and dedication throughout the year. We would not have achieved what we did last year without our incredible supporters, patrons, donors and partners also. This year we also counted on amazing support from a number of volunteers, working in project management, HR, IT, finance and governance, as well as on the update of Engineering in Emergencies. Combined, this has enabled RedR UK to not only weather the storm caused by the COVID-19 pandemic, but to actively address it by training 3,902 people in over 100 countries to prevent, mitigate and respond to COVID-19 challenges, as well as an additional 1,511 people on non-COVID-19 projects.

This year there have been many firsts.

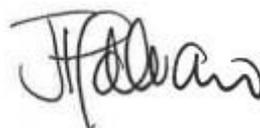
- With support from the WhitbyBird Foundation, we trained 751 people from within the UK. This response reflected a need to provide accessible guidance and training to ethnic minorities, diaspora communities and young people.
- We converted our flagship Climate Change Adaptation and Disaster Risk Reduction course for online delivery and continued to facilitate training for 179 participants from the Philippines and Bangladesh throughout a particularly devastating typhoon season, including Super Cyclone Amphan in Bangladesh, and Typhoon Goni in the Philippines.
- We developed and delivered training uniquely for online delivery for the first time ever. From 3% in online delivery in 19/20, this increased to 97% in 20/21.
- We held our first online Patron's Graduate Programme where Atkins graduates raised over £13,000 for RedR UK completely online.
- We launched our first ever fully asynchronous online learning programme, implemented in partnership with UNICEF for all UNICEF-led Clusters and Areas of Responsibility.

The COVID-19 pandemic has advanced the localisation agenda more in the past 18 months than it had advanced in the preceding years, dating back to the World Humanitarian Summit and the Grand Bargain in May 2016. As international staff were repatriated by their headquarters from country offices, the remaining 'local' staff continued managing projects, and not only managing them as business as usual, but managing a maelstrom of information and activities needed to ensure the health and wellbeing of their staff, volunteers, contractors and beneficiaries. Headquarters needed to facilitate work remotely and needed guidance and training for their staff on how to do this effectively. We are proud that we played our part in facilitating this shift, training people located in 106 countries worldwide and offering courses uniquely targeted at responding to the COVID-19 emergency, such as remote management.

The gains made during the COVID-19 response should not be lost and the shift to more localised response must now be expedited. There are exciting times ahead, and RedR UK has a role to play in advancing localisation and being part of the solution.



Sophie Gillibert
Chair of the Board of Trustees, RedR UK



Jo de Serrano OBE DUniv
CEO, RedR UK

Focus on Membership and Localisation

In October 2020, we established a working group to review RedR UK's Membership structure and objectives.

Since the World Humanitarian Summit in 2016, the humanitarian system has pivoted towards developing competence of the aid sector's workforce and strengthening the capacity of those resident in countries affected by emergencies rather than on deploying international aid workers overseas, a model which RedR UK has focused on for many years. However, many of RedR UK's Members joined when international staff were deployed by RedR UK to humanitarian emergencies worldwide. Approximately 85% of our Members are from the UK and EU, with only 15% considered to be local experts. To support the localisation agenda, we want to develop a new purpose for 'international' register members and invest more heavily in those located in countries affected by disaster. As such, we have a new Membership Vision for RedR UK:

RedR UK's members are the essence and lifeblood of RedR UK and when working together RedR UK's members equal more than the sum of their parts.

RedR UK's strength derives from its specification and adherence to high standards, combined with a requirement for impeccable behavioural integrity. RedR UK's role is inextricably linked to the Core Humanitarian Standard on Quality and Accountability (CHS); RedR UK expects members, affiliates and trainees to uphold the CHS to improve the quality and effectiveness of assistance they provide.

RedR UK helps members, both new to the humanitarian system and those already present to attain those standards and to have a positive impact on affected communities worldwide. Membership is active and rooted in experience and should be drawn from and/or support local level response. Development, certification and maintenance of members' skills is what keeps RedR UK highly relevant, ensuring that communities and people affected by crisis are at the centre of humanitarian action.

Members work individually and in teams in support of each other and RedR UK, so that collectively we can help affected communities. Members' experience feeds into RedR UK projects, helping to keep these relevant, up-to-date and practical and helps demonstrate the impact of RedR UK worldwide.

Being a member is the fundamental essence of RedR UK.

In Chris Herlinger/ACT's, With Courage, In Hope - the tsunami five years after, Jan Egeland said

"Because if you're not a professional in this game, you have no right to descend on someone in their moment of crisis and do on-the-job training. Saving human lives is no place for amateurs. Why is that? Because the poor, dispossessed and disaster-prone should have at least one basic right left to them: to be protected from incompetence."¹

We want to level the playing field and enable a humanitarian system which judges a person's capacity to respond through the competencies, skills, knowledge and experience they possess, and we want to facilitate exchange of information so that best practice is driven from local to international and vice versa.

This is a system where aid workers are assessed against core humanitarian competencies and learning pathways for humanitarian professions are developed to increase capacity and professionalisation throughout the sector. In this way, and with guidance on competency framework adoption, employers can apply an approved set of humanitarian competency indicators and facilitate objective recruitment.

Our Associate Trainers (ATs) are a fundamental part of RedR UK's capacity strengthening capability, each having passed RedR UK's robust assessment process for inclusion on our AT roster. Last year our ATs trained over 5,413 people in 106 countries with 93% rating the facilitation as being excellent or good. They worked hand in hand with RedR UK staff to pivot our training into the online space and were essential in mobilising our first ever UK response and our COVID-19 MENA training. In fact, our ATs were facilitating training on climate change adaptation and disaster risk reduction for aid workers in the Philippines whilst a typhoon passed overhead. Our Associate Trainers are invaluable, and we want them to be part of RedR UK's Membership too. Old and new RedR UK register members will work together in support of localising humanitarian response, facilitating inclusion, influence and decision-making capacity of local actors.

¹ From With Courage, In Hope – the tsunami <https://issuu.com/actalliance/docs/with-courage-in-hope>

Focus on Engineering in Emergencies

In 1995, RedR UK published the first edition of Engineering in Emergencies (EiE); a people centred, risk-informed, rights-based resource that strengthens resilience by putting affected people at the centre of any consideration and action. EiE equipped engineers with the knowledge they need to work effectively in humanitarian crises providing communities with key infrastructure (shelter, water supplies, sanitation, access roads and other vital facilities) following disasters, to recognised, internationally accepted standards such as SPHERE. The second edition, published in 2002 was aimed not just at relief engineers but any engineer working within or wanting to work within a humanitarian setting.

EiE was written by Jan Davis, a chartered engineer with experience in both emergency relief and long-term development who has worked for Oxfam as an emergency water engineer and for RedR UK as a Senior Training Officer responsible for delivering RedR UK's training programme, and Robert Lambert, an engineer with over 15 years' experience in Africa and elsewhere. He has extensive experience in selecting, preparing, training and debriefing a wide range of professionals for humanitarian relief work. Robert was previously Director of RedR UK.

In 2020, we decided to update Engineering in Emergencies, working alongside the publisher, Practical Action and the original authors, Jan Davis and Robert Lambert. This update will address multiple refreshes of humanitarian architecture since 2002, such as the humanitarian reform agenda, transformative agenda or the Grand Bargains 1.0 and 2.0. In addition, engineering organisations and individuals are also providing substantial contributions for free, without which this update of EiE would not be possible. In 2021/22, we will be looking for funding to translate Engineering in Emergencies into Spanish, French and Arabic, as well as to make the publication open source.

In addition to the third edition of Engineering in Emergencies, we have been awarded funding from the Ramboll Foundation to deliver a programme of structural assessment and disaster resilient structural detailing to engineers working in reconstruction in Iraq and Syria. The course will be implemented with the in-kind support from engineers of Ramboll UK and consists of six modules each containing one 3-hr facilitated online session, coursework and coaching by Ramboll UK engineers. It will be implemented in the FY2021/22.

Other engineering related programmes include the Africa Catalyst Project and the Humanitarian Skills for Engineers Project, both funded by the Royal Academy of Engineering. The former consists of institutional development and strengthening of the Federation of African Engineering Organisations (FAEO), an umbrella body for Professional Engineering Institutes (PEIs) across Africa, and the latter trains engineers in Uganda in humanitarian principles & standards, disaster risk reduction, urban humanitarianism, and the application of engineering skills to urgent humanitarian needs. The project in Uganda is jointly implemented with the Uganda Institute of Professional Engineers and the College of Engineering, Design, Art and Technology (Makerere University).

Furthermore, RedR UK developed in 2020 an in-depth course on Shelter in Urban Emergencies for local humanitarians in Colombia working in relation to the Venezuelan migrant crisis. It was delivered remotely in Spanish language supported by the UK Shelter Centre and was highly successful. Unable to run our Developing Groundwater course in 2020, we are well on track to delivering this course once again in 2021 with robust biosecurity procedures in place.

Finally, in 2020 RedR UK has been awarded the World Bank funded Project "Toward Resilient, Green, Quality Construction Industry" in Bhutan with Arup being the lead organisation.

Year in Review

Table 1: Key Statistics

	Bridging the Gap Hub	Localisation Hub	Technical Hub	Total 20/21	Total 19/20
No. of people reached directly	1,555	3,211	647	5,413	3,061
No. of countries in which participants were located	106				This data not collected
No. of events	143	160	39	342	191
% of interventions that include online learning	100%	99%	77%	97%	3%
% of other non-face-to-face training interventions, such as coaching, mentoring	24%	1%	23%	13%	39%
% who say skills and knowledge have improved (directly after the event)	90%	92%	94%	92%	93%
% who rated the facilitation of the training as excellent or good	98%	95%	99%	96%	93%
% of participants who are women or non-binary	61%	54%	49%	55%	46%
% of participants who are national staff	60%	62%	88%	65%	70%
% participants who work for national organisations	25%	24%	65%	29%	24%
No. of organisations supported at organisational level (beyond training staff)	4	1	3	8	This data not collected



Figure 2: Countries we worked in 2020/21

Our Bridging the Gap Hub Programme

During the year, the BtG hub ran 54 open and 89 tailored courses worldwide.

In 2020, RedR UK also successfully launched its first ever fully asynchronous online learning programme. Asynchronous learning is student-centred, used predominantly in online learning and means that learning can occur in different times and places for each learner. Implemented in partnership with UNICEF, it aims to provide sustainable and equitable access to capacity development in UNICEF-led cluster coordination mechanisms through which to improve the delivery of impactful response to the COVID-19 pandemic and other emergencies. The e-learning modules are based on Competency Frameworks for Cluster Coordination and Cluster Information Management designed by RedR UK in 2020 for all UNICEF-led Clusters (Nutrition, Education in Emergencies, WASH and Child Protection Area of Responsibility). In partnership with the Global Nutrition Cluster Technical Alliance (GNC TA), RedR UK also developed the Competency Framework for Nutrition in Humanitarian Contexts. We were also awarded a contract with Plan International to support in the deployment of Plan International’s new global online Monitoring & Evaluation system. This online Planning, Monitoring, Evaluation and Reporting (PMER) system (“AmplImpact”) is hosted on Salesforce, and supports Plan International country offices in collecting, storing, analysing and reporting on their programme and influencing data. RedR UK trainers coach and support learners to deepen their understanding and activate their learning via hands-on task practice and feedback. The project started on 1 December 2020 and ended in July 2021. By 31st March 2021, we had trained 35 people from 16 different countries and the target is to reach 1,335 Plan International employees in over 50 countries by the end of July 2021. The training is provided in five different languages - English, French, Arabic, Spanish, and Portuguese.

We have secured another three-year contract with Plan International to continue moderating Plan’s Certificate in Management Programme (PCIM). The project trains cohorts of 80 students in the four regions where Plan International operates.

The BtG hub successfully advocated to the UK Government to invest in online programme design and delivery of Conflict, Stability and Security Fund (CSSF) and Prosperity Fund (PF) Programme Management training. We oversaw development and successful delivery of five online courses. As a result, RedR UK is now well positioned for a continued partnership with the new team at FCDO and the UK Government’s new supplier.

Tailored services: The hub secured funding and coordinated delivery of 15 small to medium size tailored services. Highlights include designing a tracking tool and a three-day training on Safeguarding for in-person delivery for global focal people of Relief International. We were invited by the West Bank Protection Consortium to facilitate a strategic workshop in December 2020 which was attended by over 50 people representing

consortium members, donors and partners. We also reviewed and adapted two training courses on Protection from Sexual Exploitation and Abuse (PSEA) for the International Organization for Migration (IOM) for in-person delivery.

We have worked with the International Rescue Committee (IRC) Syria to strengthen their and their national partner capacities to prepare for and respond effectively to emergencies in Syria. Specifically, we have reviewed competencies of IRC extended senior management team (ESMT) against requirements for effective emergency preparedness and response to identify areas of strength and learning needs. We have evaluated IRC emergency preparedness, contingency planning and response tools and processes. We have then designed and delivered a bespoke training for IRC Syria team to address learning gaps prioritised through the competency assessment. Finally, we have designed and facilitated a simulation exercise to strengthen the team's preparedness and response capacities.

We have designed and delivered bespoke online training for several international and national NGOs and UN agencies including Food and Agriculture Organisation (FAO), Sphere Project, Choose Love/Help Refugees, Local Trust, Australian Council for Educational Research UK and Disaster Emergency Committee (DEC).

Open programme: We have launched a portfolio of online interactive courses under the RedR UK Open Programmes – So You Think You Want to Be an Aid Worker (SYT), Training of Trainers (for beginners and experienced trainers); Monitoring and Evaluation, Needs Assessment; and secured partnership with RedR Australia for conversion of our existing Security Management for Humanitarians (SMH) course for online training.

Spotlight on – COVID-19 in the UK Response

In response to COVID-19 pandemic, RedR UK launched the first UK project in its history. With funding from the WhitbyBird Foundation, we designed online interactive courses on Culturally Appropriate Hygiene Promotion, COVID-19 Myth Busting and Stress Management. The project targeted those working in the community in response to the COVID-19 pandemic in the UK. Over the course of two months, we ran 48 online courses and trained 751 people from over 100 different organisations and groups including the NHS, National Female Genital Mutilation centre, youth and women groups, British Red Cross, Médecins Sans Frontières, Refugee Action, Saferworld, South London Refugee Association, Save the Children, UK-MED, UK Mental Health, Water Aid, the BBC, Cancer Research UK, Church of England, Muslim Charities Forum and Voluntary Services Overseas (VSO) to list a few. 72% of participants identified themselves as women or non-binary. 95% rated the courses as 'excellent' or 'good'. 87% rated improvement in their knowledge and skills as 'excellent' or 'good'. 46% of those registered reported that they heard about the courses from a colleague, employer or by word of mouth. We interpret this as a testimony of the quality of the courses. Key messages for each module were translated into Arabic, Bengali and Urdu.

Our Localisation Hub Programme

RedR UK received funding from the H2H network, JTI Foundation and the Clothworker's Foundation to support RedR UK COVID-19 response in low or lower medium income countries and in low bandwidth/internet countries. The programme aimed to strengthen the ability of COVID-19 responders to promote effective disease control and prevention, improve psychosocial support to staff and communities and respond effectively in both rural and urban settings.

Unfortunately, during the project period face-to-face courses as previously provided in Sudan were not possible, initially due to the COVID-19 restrictions by the Sudanese government, but also due to restrictions put in place as a result of violence and protest, the floods and also flood and Tigray-crisis related responses drawing on all available human resources from the aid community.

Nevertheless, we designed and delivered 11 online modules prioritised based on the Learning Needs Assessment conducted in May 2020 and a follow-up in August 2020:

- 1) Module 1 Culture and Context Specific Hygiene Promotion During the COVID-19 Pandemic

- 2) Module 2 Managing COVID-19 Myths and Rumours
- 3) Module 3 Managing Stress During the COVID-19 Pandemic
- 4) Module 4 Risk Communication and Community Engagement During COVID-19
- 5) Module 5 Gender and Inclusion in the COVID-19 Response
- 6) Module 6 Training Essentials
- 7) Module 7 Remote Management
- 8) Module 8 Mental Health in Workplace During COVID-19
- 9) Module 9 Risk Communication and Community Engagement During COVID-19 (Advanced level)
- 10) Module 10 Online Training Skills (Advanced level)
- 11) Module 11 Gender Based Violence and COVID-19: focus on women and girls.

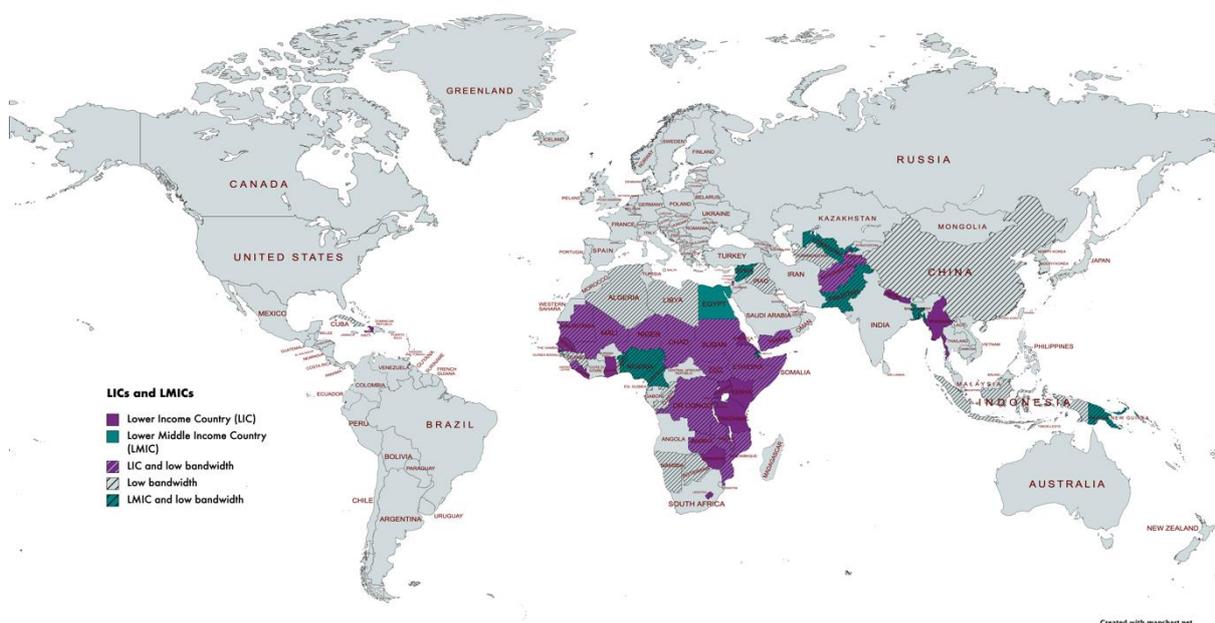
To cater for different access requirements, in particular in Sudan, we also developed an animated video on Gender and Inclusion: COVID-19. The videos were streamed on RedR UK's social media in English with Arabic sub-titles.

In addition to the 11 online modules for public participation, four blended, two-day training courses for healthcare professionals in Idlib and Azaz, both Northern Syria, were delivered remotely via Zoom and coordinated in-country with RedR UK's local partner, Violet Syria.

Two bespoke online courses on Training of Trainers (TOT) were designed and delivered in Arabic to 55 Violet Syria staff responding to COVID-19 in North-West Syria. Trained staff then went on to train 272 non-medical staff in Azaz and Idlib (North-West Syria) via seven online courses. Training focused on psychological first aid and COVID-19 prevention.

All participants of RedR UK training were offered an HPass Badge, a digital indicator of achievement, and a way for participants to demonstrate their skills and experience. RedR UK is an HPass certified organisation meaning that we comply with humanitarian learning standards, which was evidenced in participant feedback and positive reviews.

The transition from face-to-face training to online delivery was based on feedback from our learning needs assessment which demonstrated that trainees preferred interaction with trainers as opposed to self-paced online training. The training developed and delivered by RedR UK's tried and trusted Associate Trainers resulted in positive feedback for the learning events undertaken, with ratings in excess of 89%. In addition, the reach of these courses spread further than anticipated, broadening the impact of this training.



Spotlight on - Rapid Onset Localisation Team (ROLT)

Local actors are the first to respond in the aftermath of a disaster, but they often lack capacity and are subsequently side-lined by the international system. In addition, progress on localisation has been patchy due to poor management capacity, lack of financial resources and governance problems. Many localisation initiatives fail to consider existing capacities and create unequal power relationships whereby local actors struggle to have a voice within humanitarian coordination mechanisms. RedR UK has found that in the immediate aftermath of disasters there is a rush to respond and little time, funds or interest in training and capacity development.

Rapid Onset Localisation Teams (ROLT) are teams of regional and local humanitarian experts and trainers who provide just-in-time tailored capacity development, advice and support to local actors responding to unfolding crises or preparing to respond to expected humanitarian emergencies. ROLTs will improve local actors' understanding, assessment, programming and management capacity and promote, assist, and facilitate the involvement of local actors in humanitarian coordination mechanisms, their access to funding and effective and efficient cooperation with international actors.

Our experience in capacity building and learning needs assessments shows that tailored capacity development and support along with bite-sized training for local actors during or in preparation for emergencies not only improves their response and capacity but also facilitates their dialogue and engagement with the international humanitarian system. This strengthens and amplifies their voice, making improved and effective localisation more likely.

The programme will be global in its reach, but this pilot project funded by H2H Get Ready Fund allowed RedR UK to establish a pilot ROLT in the Asia region consisting of 5 humanitarian experts from the region, many of whom are RedR members. These have been onboarded and trained in mentoring, coaching, identifying needs in an emergency, and engaging with local actors. The funds also allowed RedR UK to refine the ROLT strategy in discussion with other RedR organisations, donors and H2H members and develop the related RedR UK deployment, administrative, logistics and security procedures. Furthermore, the project allowed the creation of 5 short training modules contextualised to the Asia region for the use by ROLT and others. Other projects and future funding will also contribute to these regionally contextualised trainings and resource material that will be available online and open source, and available in several languages.

The ROLT increases the inclusion and representation of national and local NGOs in the international humanitarian system at the national and global level through increased knowledge, capabilities, leadership capacity and organisational integration. This work builds upon gains already achieved by others within the international humanitarian system and is coordinated with existing systemic capacity efforts and programming. Local staff and organisations will be at the forefront of effective and sustainable humanitarian response, engaging efficiently, transparently, and inclusively in coordination with other actors.

Our Technical Hub Programme

During 2020/2021, our Technical Hub Programme implemented five main projects, supporting 647 people directly across 50 countries, as well as strengthening the capacity of three engineering organisations in Africa. Due to COVID-19, all programming switched to online, with no face-to-face events held over the course of the year.

1. The [Climate Change Adaptation and Disaster Risk Reduction Project](#), supporting climate-vulnerable communities in the Philippines and Bangladesh to build resilience to climate change and disaster risks. An impact video from Bangladesh was produced, available [here](#).
2. The [Humanitarian Skills for Engineers Project](#), strengthening the existing capacity of engineers in Uganda so that they are able to utilise their technical skills in a humanitarian or disaster setting. This project also included a Training of Trainers element, and organisational capacity support to the [Ugandan Institution of Professional Engineers](#), and the [College of Engineering, Art, Design and Technology](#) (CEDAT, at Makerere University).

3. The [Africa Catalyst Project](#), supporting and strengthening the capacity of the [Federation of African Engineering Organisations](#) (FAEO), an umbrella body for engineering institutions in Africa. A long-term project running since 2018, this year saw increased focus on supporting the FAEO to support other Professional Engineering Institutes (PEIs) across Africa, including running a series of online training workshops and trainings.
4. The [Rapid Onset Localisation Team \(ROLT\)](#) project funded by H2H Get Ready fund, which was implemented for the localisation hub (see Spotlight on – ROLT, above).
5. The Lloyds Charities Trust Funded training on [Shelter in Urban Emergencies](#) for local humanitarians in Colombia working in relation to the Venezuelan migrant crisis (see Spotlight on Colombia Shelter, below).

Spotlight on Colombia Shelter

This project was conceived in response to the ongoing refugee and migrant crisis in South America. Since 2014, there has been an 8,000 per cent increase in the number of Venezuelans seeking refugee status, 1.7 million of whom have traversed the hazardous border regions into Colombia. Known as 'caminantes' (Spanish for walkers), those who are forced to make the journey on foot face even greater risks from exploitation, extortion, and violence.

A perceived lack of open, free, capacity development initiatives was identified, and informed the development of this project. The project need was intensified due to the outbreak of the COVID-19 pandemic, which had significant repercussions on the crisis, as well as broader health, safety and economic implications for the region. As a result of COVID-19, the border between Venezuela and Colombia has remained officially closed since March 2020, forcing refugees to try their luck at informal crossing points or trochas that act as magnets for criminal activity.

Following a Learning Needs Assessment carried out in the summer of 2020, the following areas were prioritised for capacity development:

1. Shelter in Urban Emergencies

Host countries such as Colombia need assistance to provide adequate shelter for those arriving from across the border. 32% of migrants in Colombia have no access to housing, making them particularly vulnerable to the consequences of poverty.

2. Introduction to Protection

The majority of migrants and refugees from Venezuela are families including children, the elderly, and pregnant women. Even upon arrival in their host countries, informal status and lack of documentation can spell danger for refugees and migrants. Humanitarian protection is essential to ensure that vulnerable groups can arrive and remain safely in Colombia.

3. Responding to Gender-based Violence (GBV)

Women and girls are particularly vulnerable to the dangers that accompany displacement. According to a report by the Bogotá-based Ideas for Peace Foundation (FIP), sex trafficking of Venezuelan migrants and refugees is rife in the northern borderlands of Colombia, where criminal and armed groups are present. While 13 per cent of women have reported suffering some form of violence during their journey into Colombia, the International Organization for Migration acknowledges this figure is likely far higher due to the under-reporting of violence against women.

In response, RedR UK developed a 6-week Shelter in Urban Emergencies course, and two shorter protection-based modules, all online and all in Spanish. In total, over 350 people applied for a place on a course and all sessions were oversubscribed, meaning many unfortunately did not get a chance to participate. The high demand for places was also demonstrative of the need for these types of capacity building interventions. In total, 8 sessions were run of the protection modules, with a total of 180 participants. All participants who attended the full sessions in a module were awarded the HPASS badge, accredited by RedR UK. The Shelter course was run as a full six-week course to 39 participants. The course consisted of 4 live facilitated

sessions, 2 group tasks, 3 individual assignments, and 1 group presentation at the end of the course, to demonstrate their overall learning from the course.

"The formulation of shelter strategies generated a great impact for me and from that I was able to create my own process to implement in my organization."

Participant, Shelter in Urban Emergencies course

"Having key guidelines allows us in our role of guiding our teams in the area of how to approach a situation specific to GBV in case of presentation and the minimum standards to be taken into account to support the person affected by this type of violence."

Participant, Responding to Gender Based Violence session

Fundraising and Communications

It was a challenging year for fundraising for charities around the world, and RedR UK were no exception, switching most of our appeals and events into the online space. We cancelled the majority of the events we had planned to celebrate our 40th birthday, but extend our gratitude to HRH, The Princess Royal for her support in recording a thank you video for our supporters.

In response to the challenges posed by COVID-19, we found creative and inventive ways of undertaking digital fundraising and we will be using these skills and experience in creating hybrid fundraising events in the future.

We raised almost £103k from our individual supporters, a reduction on previous years, largely due to not posting appeals to our loyal supporters to protect them from COVID-19. Despite that, both our summer and Christmas appeals, aimed at supporting our COVID-19 response, exceeded our expectations and previous years' support and we offer thanks to our incredible supporters.

All of our regular Challenge Events such as the Great North Run, Royal Parks Half Marathon, AXA Fundraising Challenge and the London Marathon were cancelled, also leading to a reduction in income. Instead of physical events, we ran entirely virtual fundraising events, such as the Big 40 Challenge to celebrate our 40th anniversary and the 2.6 challenge in place of the London Marathon. In addition, we ran a few smaller fundraising events with our corporate partners.

We converted our disaster relief simulations to be run online, receiving incredibly positive feedback, and we can now run these sessions either face to face or virtually for our partners and patrons. Our annual Hands-on Weekend was also managed virtually due to COVID-19 restrictions. It was a great event and successful in terms of content, attendance and participant feedback. Our Atkins Graduate Charity Challenge took place later than usual, was smaller in numbers and conducted virtually and still raised a substantial amount for RedR UK. It worked so well, that we are planning a hybrid Atkins Graduate Charity Challenge for later in 2021. Many engineering and construction awards events, such as the IstructE Structural Awards, British Construction Industry Awards and Tunnelling Festival were also taken online and reduced our fundraising ability.

Support from patrons and corporate partners remained steady throughout the year and we thank them for their continued funding in what was a difficult year for their sectors also. The COVID-19 emergency deepened our relationships with many of our partners and patrons, receiving not only financial support but in-kind support also.

For 2021/22, we have begun to work with [Red Pencil](#) to refine our fundraising and communications strategy, to help us maximise our potential in these areas.

Last year we worked with communications agency [Hey Honey](#) to continue the roll out of our audience engagement strategy. Our communications were heavily weighted towards the COVID-19 pandemic and the work we were doing to support frontline workers in the UK and MENA regions. Our partnership with Hey Honey came to an end in December 2020 and the communications for RedR UK is now fully in-house and has received positive feedback from our audience, particularly those in the humanitarian sector. Communications highlights of our COVID-19 response were a [video](#) created by Hey Honey and a [video](#) created by our partner, Violet Syria.

Over the last six months of 2020/21, each RedR UK LinkedIn post appeared 532 times on our followers' feeds and each Twitter post appeared 677 times, resulting in a 3.4% and 0.8% engagement rate against industry averages of 2-5% for LinkedIn and 0.5-1% for Twitter. RedR UK's following may be small, but our communications are making an impact and our engagement is at the higher end of engagement for the sector. With the new communications strategy being rolled out in 2021/22, we expect both our following and engagement to increase.

We follow the Code of Fundraising Practice, as established by the Fundraising Regulator. The Code of Fundraising Practice sets the standards that apply to fundraising carried out by all charitable institutions and third-party fundraisers in the UK. No complaints were received during the year relating to fundraising practices.

What we Have Learnt

As a learning organisation, with lifelong learning as a core value, RedR UK focuses on continually improving and learning lessons from its own programmes, as well as building the capacity of others in this area.

What we have learnt	What is or what was the fix?
Online learning now a standard in sector and it is possible to reach a greater number; however, quality, not just quantity is important.	We limited participants in our courses to a maximum of 24 which enabled everybody to engage with the facilitator and other participants.
Aid workers strongly emphasise the preference for interactive types of digital learning which enable connection to both facilitators/trainers and other participants.	The face-to-face experience was recreated through icebreakers, breakout groups, quizzes and surveys. Participants were able to engage on their own terms, able to communicate privately with the Facilitator where they did not feel comfortable responding publicly. This created a more inclusive environment.
Access to reliable internet connection and services is a major consideration	We have trialled giving data bundles to participants in the Humanitarian Skills for Engineers course in Uganda, where connection and bandwidth were a particular issue. This had a significant impact on the ability of participants to meaningfully participate in online sessions and could be replicated elsewhere. We offer low bandwidth options, being mindful of bandwidth when activities (particularly on Moodle) are designed.
Subscription and drop-out rates on free-online courses can be high.	We need to select participants carefully, ensuring that course spaces are utilised appropriately and that our training can be of maximum impact.
The is a multitude of online and remote training options and not all of them are suitable for all types of training or contexts.	This requires careful consideration of the circumstances and support of an e-learning technologist.
It was quite challenging for some of our best face-to-face trainers to work with technology when delivering remotely while other trainers adapted to this form of training delivery very well.	To ensure the support to our trainers we always co-hosted all remote sessions. This ensured the trainer could focus on delivering the course effectively and that participants had the best learning experience.

Table 3: Key learning from the year

Financial Review

Following changes within the humanitarian sector, RedR UK funding and several years of related deficit, RedR UK fully restructured in 2019, revised its business model, and changed its management team. This process

was substantially completed in March 2020 when the COVID-19 pandemic hit, fast-forwarding further changes within the sector and affecting organisations and communities around the globe. RedR UK was comparatively well prepared to weather the storm having reduced its fixed cost by half during the FY2019/20. It also quite quickly succeeded in obtaining financing for its COVID-19 response and adapting from face-to-face to remote training, capacity development and support to individuals, communities and organisations within the humanitarian and development sectors.

At the beginning of the COVID-19 emergency, when it became clear that face to face training would not be possible, we reviewed our strategy accordingly and began sourcing funding to deliver training online for the duration of the emergency. This, combined with changes made the previous year to the business model including the restructuring, resulted in significant gains compared with the previous financial year. This resulted in a small deficit of £57k, which, given COVID-19 challenges and being unable to deliver face to face training for the entire year, is a substantial improvement.

We secured almost £1 million in new funding and achieved a total income of £1.34 million. While total income and expenditure have reduced compared to previous years, the organisation is now financially stable despite COVID-19, and able to grow from a relatively low fixed cost base. Many of our resources including staff and our carefully selected and vetted pool of Associate Trainers are project-based, meaning that staff growth is limited to contracts in place. As such, the organisation has retained its full capacity to scale up and down as required.

We also made the hard decision to reduce our representation in Sudan. The lack of internet capability, combined with a long public sector closedown meant that maintaining the office whilst the COVID-19 emergency continues was not financially viable. Costs in Sudan have therefore been reduced significantly, with a reduction in staffing and facilities costs.

For the FY 2021/22, RedR UK predicts a total income of £1.88 million against a total expenditure of £1.84 million.

Plans for 2021-22

COVID-19 continues to impact our ability to deliver face to face learning events in the UK; however, a recent award of £195k by the Japan Tobacco Industry Foundation (JTIF) will enable us to convert more of our training into online initiatives, compensating, in part, for this issue.

We are already delivering open online training with Monitoring and Evaluation, Needs Assessments, Training of Trainers and our So You Think You Want to be an Aid Worker courses, and we are converting our Security Management for Humanitarians course alongside RedR Australia for delivery from September 2021. By the end of financial year 21/22, we expect to have a suite of 11 online open courses.

Face to face training has restarted in the MENA region, with national Associate Trainers delivering courses within their countries of residence. We are continually assessing the global impact of COVID-19 and especially the safety and security, health and wellbeing of our staff, Associate Trainers and course attendees, and we will only begin deployments outside of a traveller's country of domicile when;

- we are satisfied that the learning initiative cannot be undertaken as effectively remotely, whereby online delivery contributes to fewer carbon emissions; and
- we are satisfied that the risk to the traveller is low and/or can be mitigated appropriately.

In addition to the funding received from JTIF, we have recently won projects with AXA XL, Ramboll Foundation and the Global Nutrition Cluster totalling £528k. We began working with a specialist Fundraising and Communications consultancy, Red Pencil, to refine our business development, fundraising and communications strategy and its subsequent implementation.

The cuts to FCDO's budgets will no doubt impact on INGO and UN budgets globally; however, a renewed focus on localisation as part of the Inter Agency's Standing Committee's Grand Bargain 2.0 should translate into additional funding in the area of localisation and accountability to affected populations, both areas in which RedR UK has expertise.

RedR UK's Focus on Liquidity

Our work with Red Pencil aims to improve our business development and communications capability and capacity, to facilitate increasing our win rate on proposals and to substantially increase our unrestricted fundraising income. In addition, new software to forecast cashflow has been implemented and automation of our forecast is underway.

We sought to further minimise outgoing costs by vacating our London office. Sebastian Wood of Whitby Wood and Trustee for RedR UK has offered RedR UK free accommodation and open course training facilities until such time as it becomes necessary to have our own premises. At present, staff are working well remotely and with face-to-face training not likely to recommence in the UK until at least September 2021, the need for a physical office in London is low.

As mentioned, we reduced our representation in Sudan. Despite the huge need for our services, access to internet, public sector closures, lockdown and social distancing meant that our Sudan office was unable to provide training, rendering it financially unviable to maintain our presence at the same level. We are still able to undertake capacity strengthening in Sudan, but it will be managed through either our Jordan or UK office.

By the end of the financial year, monthly fixed costs had been reduced to c. £68k. Our budget for ending the financial year 2021/22 includes investment in certain areas; however, decisions on major expenditure, such as staff recruitment or systems implementation, are reviewed and considered monthly. Decisions are based on monthly management accounts and regularly updated cashflow projections, so that senior leadership is well informed on liquidity. We ended financial year 2020/21 with a cash balance of £157k (excluding investments). With our increased focus on liquidity and cost control, we expect our cash balance to increase throughout this current financial year, to meet our temporary reserves policy of £190k (see Reserves Policy section below).

We were also able to capitalise on free support through Advocates for International Development ([A4ID](#)), Accountants for International Development ([AfID](#)) and [REACH Volunteering](#).

Reserves Policy

Good management of RedR UK's finances and other assets enables it to succeed in delivering its charitable aims. RedR UK is committed to the prudent use of funds and therefore requires reserves to ensure it can fund its operations, fund any unexpected expenditure or any shortfalls in income. Reserves enable us to carry on running operations despite future uncertainties. The Rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

RedR UK's reserve policy is to ensure that reserves are maintained to meet all statutory requirements and obligations, should a decision be taken by RedR UK to wind down its operations, although this policy remains suspended while cash flow recovers. Currently, our temporary target is 12 weeks' coverage of expenses, or approximately £190k.

Public Benefit

In shaping our objectives and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: running a charity (PB2)'. Our strategy in 2020/21 for increasing the capacity of humanitarian actors resulted in the activities described in the sections that follow.

Although they rarely meet the RedR UK organisation, RedR UK's programmes also provide a public benefit to our ultimate beneficiaries – those directly affected by disasters and other humanitarian crises.

Pay Policy for Senior Staff

The Trustees consider the Senior Leadership Team, comprising the CEO, Programmes Director and Head of Partnerships as key management personnel of the charity.

RedR UK has a Remuneration Committee that regularly reviews external benchmarking data for staff salaries in the sector to maintain oversight of remuneration for key management personnel. In making recommendations and decisions, the committee have regard to the overall RedR UK pay policy, affordability, and the need to be able to recruit, retain and motivate high-quality staff.

Risk Management

The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. A detailed risk register is updated by the Finance, Audit and Risk Committee (FARC) ahead of each quarterly Board meeting and as and when a significant risk, such as COVID-19, arises. When a significant risk arises, the FARC may choose to monitor the risk register more regularly. The risk register states the appetite for each risk, estimates the likelihood and impact of the risk, notes the changes since the last review and details the actions that have been taken to manage the risk. This ensures that Trustees are aware of significant risks and can satisfy themselves that control procedures are in place.

Our Finance, Audit and Risk Committee has met, and will continue to meet, more regularly than the scheduled quarterly meetings to maintain a close overview of risks and finances.

Safeguarding and Ethical Policies

RedR UK has a Safeguarding and a Business Ethics Policy, both of which are being reviewed as part of a regular and comprehensive audit of our policies by RedR UK's Board of Trustees. As a developer and deliverer of safeguarding training to the humanitarian community, we are confident in our safeguarding standards.

RedR UK has a Prevention of Sexual Abuse, Exploitation and Abuse (PSEA) Policy and a Safeguarding Policy. Our Code of Conduct translates these principles into practical guidance that empowers RedR UK, its staff, volunteers, Trustees, its business partners and their employees to realise these aspirations.

Structure, Governance and Management

RedR UK is a company limited by guarantee, governed by its Memorandum and Articles of Association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. Of the 1915 members, the total number of such guarantees on 31 March 2021 was 639.

RedR UK is part of the [RedR International](#) family. RedR International is the umbrella body of RedR organisations globally. RedR UK has two nominees on the General Assembly of RedR International and one on the Board of RedR USA.

The Board of Trustees governs the organisation in line with its memorandum and articles of association, vision, aims and charitable objectives, as well as providing overall policy direction. Trustees meet at least quarterly as a full Board and are responsible for compliance with all the legal and statutory requirements of a UK charity and of a registered company.

RedR UK has taken out Charity Trustees Liability Insurance to indemnify all its Trustees, existing and retired, and the directors of its subsidiary company, RedR UK Trading Limited, for any proceedings commenced against them as a result of their service with the charity and the company.

All Trustees give their time freely, with none receiving remuneration in the year. Upon admission to the Board, Trustees receive an induction on RedR UK. Details of Trustees' expenses are disclosed in note 5 to the accounts.

The Board has a Governance Manual that stipulates the provisions for appointments to the Board of Trustees, their term limits, nominations and appointments to the positions of Chair, and Terms of Reference for sub-committees, which include:

- Governance Committee

- Remuneration Committee
- Networks and Fundraising Committee
- Finance, Audit and Risk Committee

Each Trustee has taken responsibility for monitoring the charity's activities in specific operational areas and constant attention is paid to the skills mix of the Trustees to ensure that the Board of Trustees has the necessary skills required to contribute fully to the charity's development.

Members of the Board are Directors of the charitable company (the company) and its Trustees for the purpose of charity law. Throughout this report they are collectively referred to as the Trustees. The Trustees are responsible as a body for governance, policy making, monitoring of implementation, general conduct, overall performance, and for reporting to the membership at general meetings. The Trustees delegate operational management of the organisation to the Chief Executive Officer (CEO).

The Trustees who served during the year April 2020 to March 2021 were as follows:

Name	Office	Joined	Current term
Sophie Gillibert	Chair	2020	Elected October 2020
Prof. Paul Sherlock	Chair of Membership Working Group	2012	Elected Sep 2018
Ian Smout		2008	Elected Sep 2019
Isobel Byrne Hill		2017	Elected Oct 2020
Prof. Parneet Paul		2017	Elected Oct 2020
Sebastian Wood	Vice Chair Chair of Remuneration Committee	2018	Elected Sep 2018
Jack Jones	Chair of Fundraising Committee	2019	Elected Oct 2020
Linda Richardson	Company Secretary	2017	Resigned Aug 2021
Heather McKinlay	Chair of Finance, Audit and Risk Committee	2020	Co-opted Dec 2020
Mel Sallis		2020	Co-opted Dec 2020
Geoff French		2014	Resigned Oct 2020
Tim Hayward		2015	Resigned Oct 2020
Andrew Lamb		2011	Resigned Oct 2020
Caroline Lassen	Vice Chair	2013	Resigned Dec 2020

The President of RedR UK, an honorary role, is Her Royal Highness The Princess Royal

In 2020-2021, many of our Honorary Vice Presidents came to the end of their term in office and/or decided to step down due to personal circumstances. **Honorary Vice Presidents** during 2020-2021 were:

Prof. Peter Guthrie OBE

Lieutenant General Sir Tyrone Richard Urch, KBE

Mike Woolridge OBE

Richard Groome

Sir Michael Bear (stepped down January 2021)

Rt. Hon. The Baroness Chalker of Wallasey (stepped down January 2021)

Colonel James Howard (stepped down January 2021)

Dr. Scott Steedman CBE (stepped down January 2021)

Wendy Fenton (stepped down January 2021)

Reference and Administrative Details

Company number 3929653

Charity number 1079752

Registered office

91-94 Lower Marsh
London
SE1 7AB

Principal Office

91-94 Lower Marsh
London
SE1 7AB

Principal Staff

Jo de Serrano – Chief Executive Officer

Honorary Officers

Sophie Gillibert – Chair

Sebastian Wood – Vice Chair

Heather McKinlay – Treasurer

Bankers

National Westminster Bank Plc

30 Market Place
Newbury
Berkshire
RG14 5GP

Auditors

Moore Kingston Smith LLP

Devonshire House
60 Goswell Road
London
EC1M 7AD

Statement of Responsibilities of the Board of Trustees

The Trustees (who are also directors of RedR UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

The Board of Trustees presents its report and the audited financial statements for the year ended 31 March 2021. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and follow the Charities SORP (FRS 102).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.

- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.
- observe the methods and principles in the Charities SORP.
- In so far as the Trustees are aware:
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the Charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The charitable company qualifies as small under section 383 of The Companies Act 2006 and so no strategic report has been prepared, which is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulation 2013.

Approved by the Board of Trustees and signed on its behalf by



Sophie Gillibert – Chair of the Board of Trustees