



redr uk
people and skills for disaster relief

ANNUAL REPORT

2024/25

Our Principles

Humanitarian - We believe in the provision of humanitarian assistance to people wherever it is needed to relieve suffering and sickness.

Professional - Our staff, members, and partners are professionals committed to providing high-quality training and expertise in disaster relief and rehabilitation.

Impartial - We work with people regardless of race, religion or political affiliation.

Inclusive - We believe that partnerships with individuals, other organisations and communities promote creative and fruitful initiatives.

Impact - We believe that people in communities and aid agencies should be empowered to develop skills for immediate and future disaster response.

Respect - We believe people affected by disasters can and should be empowered to contribute to relief, rehabilitation and development efforts.





OUR VISION is a world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

OUR MISSION is to develop the capacity and resilience of aid workers, communities and organisations in humanitarian, development and peacebuilding contexts.

OUR PURPOSE is to mitigate the impact of crisis on the most vulnerable people, primarily in low and lower-middle-income countries.

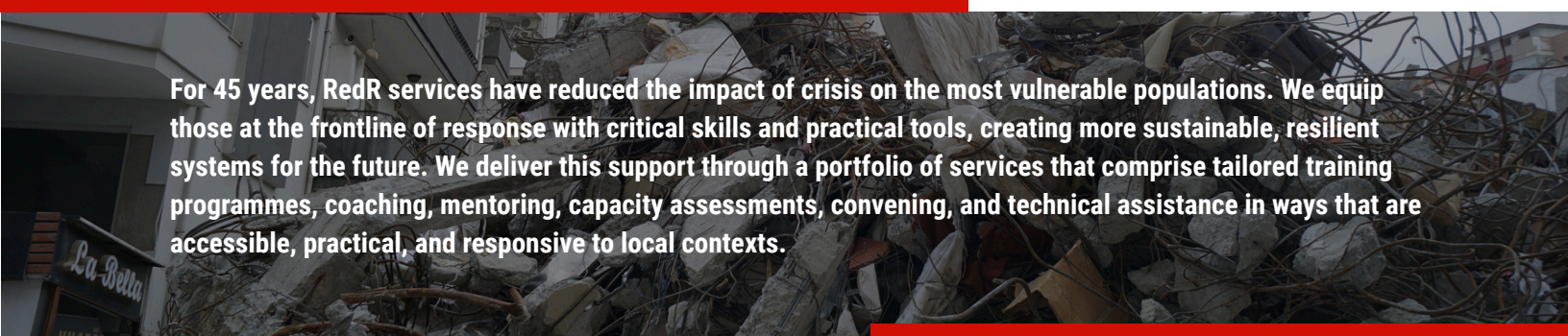
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WHO WE ARE

RedR UK (hereinafter RedR) is a humanitarian capacity strengthening organisation that supports aid professionals, INGOs, NGOs, and communities prepare for, respond to, and recover from disaster. Our work is driven by the belief that everyone should have access to effective and inclusive response efforts in times of crisis.



For 45 years, RedR services have reduced the impact of crisis on the most vulnerable populations. We equip those at the frontline of response with critical skills and practical tools, creating more sustainable, resilient systems for the future. We deliver this support through a portfolio of services that comprise tailored training programmes, coaching, mentoring, capacity assessments, convening, and technical assistance in ways that are accessible, practical, and responsive to local contexts.

We work across a range of settings, supporting actors in humanitarian, development, and peacebuilding contexts. Our thematic focus lies at the intersection of three core areas - **Humanitarian Services; Climate Change; Engineering in Emergencies**.

These pillars of expertise guide our programmatic activities – RedR was founded by engineers and remains deeply connected to our technical roots. Today, we combine this legacy with deep expertise in climate-responsive programming and humanitarian learning. Our integrated approach enables us to support frontline responders navigating increasingly complex risks such as climate volatility, infrastructural breakdown, and protracted crises through practical and sustainable solutions.

We partner with multilateral agencies, INGOs, national governments, community-based organisations, academic institutions, foundations, and the private sector. These partnerships allow us to drive innovation, exchange knowledge, and adapt programming in real time to meet emerging challenges. From anticipatory action and disaster risk reduction to post-crisis reconstruction, RedR supports the full humanitarian cycle, offering scalable solutions that strengthen systems and serve communities over the long term.

Our approach is characterised by a commitment to learning as a tool for transformation. Our trainers are subject matter experts and practitioners who understand the pressures, constraints, and nuances of humanitarian work. We engage with learners through methods that suit their needs from online, in-person, and blended training, to customised technical assistance, ensuring relevance and accessibility across contexts.

All the initiatives featured in this report have been supported by RedR in collaboration with our wide network of partners, donors, technical experts, and associate trainers. The impact and reach presented reflect not only our direct training and support, but also the ripple effect of stronger local leadership, better coordination, and more effective humanitarian action.

FOREWORD

Forty-five years ago, RedR was founded on a simple but powerful principle: that technical skills and practical training can save lives and restore dignity in times of crisis. In a world now marked by escalating conflict, climate disasters, and shrinking humanitarian resources, that principle has never been more relevant. To our partners across the engineering community, individual and institutional donors: your support enables RedR to respond swiftly and effectively to disasters and crises.

RedR is the leading humanitarian agency for training in disaster relief and conflict response, equipping national professionals in their own stricken countries with the additional knowledge and skills they need to grapple with the chaos, confusion and terrors of disasters and wars.

Modern humanitarian response is led by professional responders in their own countries. They are first on the ground, best placed to lead national and international response. RedR's unique value lies in providing training and technical assistance that prepares those responders to apply their professional skills within the shock of humanitarian crises.

This year, RedR reached 2,698 training participants across 72 nationalities, equipping frontline responders with critical skills. From Sudanese organisations navigating unprecedented displacement to Ukrainian water utilities maintaining essential services under bombardment, from climate adaptation specialists in drought and flood-prone Afghanistan and Somalia to engineers assessing blast damage in conflict zones, our work has strengthened the very foundations of humanitarian effectiveness.

RedR's value is acclaimed by our supporters across industry, by commentators such as the Financial Times which lists RedR amongst the top twenty humanitarian organisations, by the active patronage of our President the Princess Royal, and above all by the high demand and ratings of professionals around the world who have absorbed RedR training this year.

The year 2024-25 has tested the resilience of the humanitarian system. War has affected the lives of millions through death, starvation, injury, and displacement. Climate disasters struck with increasing frequency and ferocity. As global needs reached unprecedented levels, resources diminished.

Major institutional donors implemented significant funding cuts, leaving organisations across the humanitarian ecosystem grappling with how to maintain essential services when they are needed most. Consequently, RedR conducted a restructure and reprioritisation programme in early 2025 leading to a more sustainable financial future.

Within this challenging context, RedR's mission has never been more vital and our impact more tangible. When systems are stretched, the need for skilled, effective humanitarian delivery becomes paramount. Every crisis reinforces a fundamental truth, that humanitarian response depends not just on funding, but on the capacity of those who deliver it.

These achievements extend beyond numbers. We delivered training across multiple languages, reflecting our deepening commitment to localisation and our recognition that effective humanitarian action must be rooted in local contexts and led by those closest to crisis. The establishment of Communities of Practice in Sudan, the launch of grassroots organisations like Act for Climate in Afghanistan, and the cascading of knowledge through our Training of Trainers programmes all demonstrate the multiplier effect of investing in local capacity.

Internally, RedR has undergone its own transformation. We refined our strategic framework for 2025-27 and updated our associate trainer pool to 200 experts representing over 40 nationalities across 50 countries.

The stories in this report, from Huda in Sudan reshaping her organisation's training approach, to Ahmad in Afghanistan founding a new climate initiative, to engineers in Ukraine safeguarding essential services under bombardment, remind us why RedR's work matters. In a sector often focused on immediate relief, we build the long-term capacity that ensures humanitarian action is not only effective in the moment, but sustainable and locally led for the future.



Bernadette Sexton
Chief Executive Officer, RedR UK



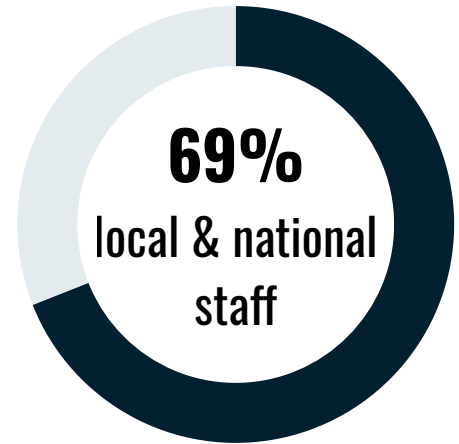
SOPHIE GILLIBERT
Board Chair, RedR UK



THE YEAR IN NUMBERS

2,698 Training Participants

72 Nationalities Represented

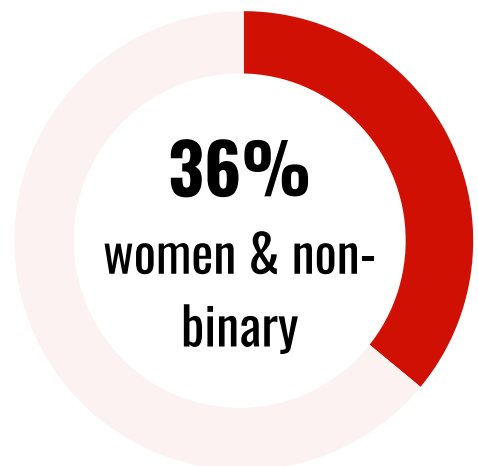


94%

of survey respondents reported an increase in knowledge and skills

96%

of survey respondents ranked our training as 'excellent' or 'good'



165 Learning Events

29
projects

31%
delivered in a language other than english*

228 hours of training designed / adapted



English
125 hours

Arabic
33 hours

Ukrainian
4 hours

French
66 hours

**This number includes projects delivered in multiple languages (eg. English and Arabic)*

1,538 Training Hours
Delivered

By Modality:



330 hours
face-to-face



1,071 hours
online-facilitated



137 hours
blended learning

By Language:

English
1,305 hours

Arabic
120 hours

Ukrainian
60 hours

French
45 hours

39,786
Total Hours of
Learning Attained

**Humanitarian
Services**
10,508 hours

Climate Change
11,471 hours

**Engineering in
Emergencies**
17,807 hours

STRATEGY

RedR's 2025-27 strategy was developed and rolled out during this reporting period. Designed to respond to a rapidly shifting humanitarian landscape, our strategic framework sets a clear direction for RedR and centres the organisation's unique role as a leader in humanitarian capacity strengthening. It reaffirms our commitment to technical excellence and learning-driven impact.

Our strategy is grounded in the recognition that crises are increasingly complex and protracted, with conflicts, climate emergencies, and infrastructural vulnerabilities intersecting in new ways. We will deepen our efforts to support skilled and adaptable humanitarian professionals as they respond to rising global needs, climate-linked disasters, and constrained funding. The 2025-27 strategy outlines three key outputs through which our impact is delivered and evaluated:

Training – the provision of high-quality, context-specific training across multiple modalities to strengthen capacity of both individuals and organisations.

Convening and Sharing – amplify learning through communities of practice, events, publications, and forums that facilitate knowledge exchange.

Technical Assistance – apply targeted expertise to meet global needs through advisory services, coaching, resource development, and systems strengthening.

Each output serves to address the thematic focus areas of our programmatic hubs:

Humanitarian Services

Climate Change and Resilience

Engineering in Emergencies



A central feature of this strategy is the imperative to support locally led responses; it outlines a commitment to shifting power and working in partnership with local learning providers. This includes increasing the proportion of national staff and organisations reached through training, expanding our associate trainer pool to reflect RedR's geographies of operation, and co-creating learning content in collaboration with local experts.

At an organisational level, RedR is committed to refining our delivery model and investing in systems that support quality, adaptability, and reach. This includes updating our training methods in line with adult learning best practice tailored to the humanitarian context, enhancing digital learning capabilities, and embedding inclusive design standards across all service areas. Technical partnerships with engineering institutions, academic bodies, and private sector actors, will continue to play an integral role as we strive to deliver contextually appropriate solutions.

RedR is steadfast in its commitment to supporting those closest to crisis as they lead in building effective, equitable, and sustainable humanitarian responses. This commitment drives the impact stories, results, and partnerships presented throughout this report.



Essentials of Humanitarian Data Analysis (Amman, Jordan).

HUMANITARIAN SERVICES

Investing in a Coordinated, Needs-based Humanitarian System

RedR contributes towards an inclusive, locally led humanitarian system by equipping frontline responders with the tools and knowledge they need to deliver safe, effective, and accountable support. Through Learning Needs Assessments and organisational consultations, our programmes are guided by an understanding of the priorities and contexts in which participants operate. Our training supports individuals and organisations navigate crisis settings with confidence, strengthening coordination, managing security risks, and promoting wellbeing across the sector.

CLIMATE CHARTER
COMMITMENT **3**

Tailored Support for Sudanese Responders

Since April 2023 more than 11.5 million people have been displaced by the escalation of protracted conflict in Sudan. In response to the escalating humanitarian emergency, RedR played a pivotal role delivering context-specific support to frontline responders. In partnership with the Humanitarian Academy for Development (HAD) and under the H2H Network, RedR equipped local actors with the skills tools, and confidence to respond more safely and effectively.

In collaboration with both international and Sudanese experts, RedR and HAD conducted joint learning needs and organisational capacity assessments. Based on these findings, RedR designed and implemented a comprehensive training programme in Arabic and customised to Sudan's rapidly shifting operational environment; HAD provided essential organisational development support to 21 national NGOs through tailored coaching and in-person workshops.



Training for TATHIR project in Sudan (Photo Credit: Humanitarian Academy for Development).

555 Responders
trained

28
online modules

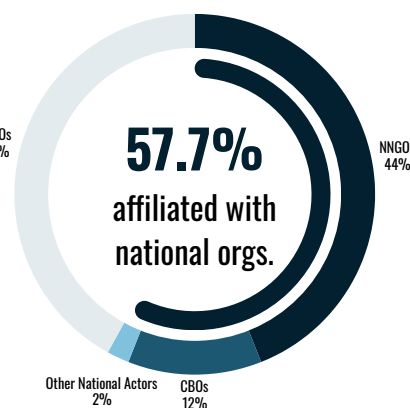
2
Communities of Practice

33
ToT Participants

RedR's training programme reached 555 humanitarian responders across the country with 28 short, interactive online modules covering core thematic areas identified through the learning needs assessment: Humanitarian Coordination, Needs Assessments, Project Planning, Accountability to Affected Populations, Introduction to Protection, and Safety, Security, and Wellbeing. We also facilitated a remote Training of Trainers (ToT) course for 33 participants to foster peer-to-peer learning. This cohort is now equipped to cascade knowledge within their organisations and networks.

The training engaged a wide range of organisation types and professional profiles, with 57% of participants affiliated with national organisations. This diversity extended across levels of seniority, from junior staff and volunteers to mid-career professionals and senior leaders.

The programme also launched two WhatsApp-based Communities of Practice to support continued engagement, learning exchange, and the application of new skills. Participant feedback shows that the training has significantly improved their ability to assess needs, engage affected communities, and coordinate more effectively in fragile conditions.



CASE STUDY Huda Mohammad Al-Khair Al Tayeb Al-Salam Organisation for Care and Development

When conflict in Sudan disrupted in-person training delivery, Huda Mohammad Al-Khair Al Tayeb, General Manager of Al-Salam Organisation for Care and Development, saw an opportunity for transformation. Determined to adapt, Huda enrolled in RedR's Training of Trainers in Humanitarian Emergencies course to strengthen her skills and lead Al-Salam's transition to online programming.

"This training was a real turning point," Huda shared. Unlike previous theory-heavy courses, RedR's training offered practical tools and strategies Huda could apply immediately. This included shifting to online delivery and systematising needs assessments, which have supported Al-Salam to deliver timely, community-based training even amid ongoing displacement and insecurity.

Participation also connected Huda to a vibrant peer network through RedR's Community of Practice, which remains active and self-managed by training alumni. Moving forward, Huda plans to expand her training efforts across conflict-affected regions and continue fostering community-led approaches to humanitarian response.

Scaling Security Management Capacity in Crisis-Affected Contexts

In Lebanon, where conflict has displaced over a million people since late 2023, RedR launched a tailored training initiative to help responders address growing humanitarian needs amidst a deteriorating security situation. An initial rapid learning needs assessment located gaps in safety, security, and mental health competencies among local respondents. The project will rollout training sessions, delivered in English and Arabic, covering Personal Security / Staying Effective (PS / SE), Security Management for Humanitarians (SMH), and coaching sessions for SMH participants. In early 2025, we completed delivery of two online facilitated training sessions for the first cohorts (English and Arabic) of PS / SE to a total of 13 participants. Subsequent cohorts for this module and SMH are scheduled to run in FY2025/26. The project is projected to reach 130 humanitarian responders comprising national and international NGO staff, volunteers, and civils society representatives; initial feedback indicates high levels of satisfaction, with 100% of survey respondents from PS / SE rating the training as 'excellent' or 'good'.

Beyond our bespoke offerings, RedR continued to strengthen broader sectoral capacity in security management through our open courses. In November 2024, the **Security Management for Humanitarians open course brought together 19 participants from Ukraine, Jordan, and the United Kingdom**. The eight-session online course focused on managing security in emergencies through participatory methods and a realistic simulation activity.

“

Thanks to everyone. I feel this was a very good use of time, my skills have developed, and I am in a better position to consider security as it applies to my organisation.

”

Advancing Sectoral Learning Through Tools and Resource Development

RedR is committed to strengthening the humanitarian ecosystem not only through immediate training responses, but through resource development. Central to this commitment is our focus on the design and dissemination of tools and learning approaches that encourage evidence-based decision-making and promote knowledge exchange. We aim to narrow the gap between information and action by developing practical tools, nurturing analytical skills, and investing in inclusive knowledge-sharing platforms.

In 2024/25, we took the long view. We strengthened capacity in data literacy and analysis in a sector navigating a rapidly evolving technological landscape and the growing influence of AI,¹ while developing sector-wide resources that enable continuous learning across technical domains and geographies.

¹ A recent survey conducted by Sphere explores how humanitarian organisations are engaging with artificial intelligence, revealing widespread interest alongside limited training opportunities, policy guidance, and familiarity with key risks. (<https://spherestandards.org/how-can-humanitarian-organisations-use-ai-safely/>)

Training Platform for Analytical Capacity

In consortium with ACAPS, and with support from USAID, RedR led the design and delivery of learning courses in humanitarian data analysis and decision-making. This included a free, modular online learning platform, alongside facilitated training sessions offered both virtually and in-person, tailored to diverse learning needs and practitioner contexts.

RedR led the development and delivery of a suite of globally accessible, context-sensitive learning offerings. This included two in-person cohorts of the Essentials of Humanitarian Data Analysis (EHDA) course in Nairobi and Amman, and a condensed 10-hour blended version. The curriculum introduced key concepts in qualitative and quantitative data analysis, prioritising reflective, ethical decision-making in humanitarian contexts. An embedded Training of Trainers component also enabled participants to cascade knowledge within their organisations.

RedR also designed and delivered two targeted short modules focusing on Data Collection Methods in emergencies and developing effective Monitoring and Evaluation Plans for Anticipatory Action. These offerings addressed an identified gap in early warning and preparedness systems, particularly among local actors.

1,200+
Applications Received

244
Practitioners Trained

59%
Female Participants



Essentials of Humanitarian Data Analysis (Amman, Jordan).

“ EHDA is a great course, especially with the examples and interactive activities that it has. The way of presenting the information and the examples were very strong and linked to the topic. . ”

“ The mode of interactivity of the session and the wonderful self-paced online modules were outstanding. ”

The project was terminated in 2025 as part of USAID cuts. In total, the consortium trained 244 humanitarian practitioners across local NGOs, civil society organisations, and government bodies. Over 1,200 applications were received for the available training spaces, reflecting strong global demand. Participant feedback consistently highlighted the accessibility, relevance, and quality of the training content, many citing increased confidence in applying data analysis to real-world programming and a readiness to share learning with their colleagues.

The tools and training materials developed remain available as part of RedR's wider library and continue to inform our sectoral offerings.

Embedded Learning Through Practical Tools and Guidelines

Complementing our work in data and analysis, RedR continued to develop tools that support cross-sectoral learning. Through the **WASH Cross-Cutting Issues** project in Ukraine, we supported the integration of protection, inclusion, and accountability into sectoral WASH programming. The project culminated in the creation of a WASH-CCI Guidance framework in English and Ukrainian alongside rollout of targeted training. RedR also trained 15 participants as part of a training of trainers and launched a curated online resource hub, ensuring long-term accessibility and uptake of the guidance materials.

**READ**

[Guidance Framework for cross cutting issues in WASH in Ukraine - RedR UK](#)

To extend our reach across technical themes, RedR also contributed to the development and digitisation of learning materials for other sectoral initiatives. This included the design of modules in English, French, and Ukrainian for conflict-related sexual violence response as part of our work with the **Dr Denis Mukwege Foundation**, and the design of e-learning courses on disability inclusion and gender-based violence for the **Global Education Cluster**. We also produced updated translations for instructional videos in Spanish and French for **Plan International**. Across these projects, RedR prioritised accessible, context-relevant design, delivering outputs in multiple languages and formats. Together, these initiatives reflect RedR's strategic commitment to developing tools that outlast individual projects and investing in long-term analytical and thematic capacity across the humanitarian sector.

**EXPLORE**

[Disability Inclusion in Education Cluster coordination and response](#)

Nature-based Solutions for Climate Resilience in Humanitarian Action, Sphere

CLIMATE CHARTER
COMMITMENT **1&5**

In collaboration with Sphere, we designed and delivered an engaging e-learning module on [Nature-based Solutions for Climate Resilience in Humanitarian Action](#); a foundational and timely topic as the sector responds to the escalating impacts of climate change. The module translates technical guidance into a practical, user-friendly tool for the humanitarian community, and reflects RedR's strategic focus on resource creation to promote continuous learning and evidence-based action. The final SCORM-compliant package is now hosted on Kaya and available for global use.

Tailored Organisational Support

RedR continued to provide tailored organisational support that strengthens leadership, governance, and project delivery across the humanitarian sector. Through bespoke capacity strengthening initiatives we provide training for organisations in project cycle management, leadership, proposal writing, and resource mobilisation, laying the groundwork for sustained, locally led responses

CLIMATE CHARTER COMMITMENT 3

In Mali, RedR collaborated with the **Global Nutrition Cluster's Technical Support Team** to deliver a suite of targeted training responding directly to local priorities. We delivered 45 hours of online training, translated into French, on Monitoring & Evaluation and Proposal Writing for Resource Mobilisation. 33 staff from Mali local organisations and Nutrition Cluster partners participated, with 87% rating the trainings as 'excellent' or 'good.' The programme marks an important step in reinforcing national leadership in humanitarian response, with participants better equipped to manage teams, raise funds, and track impact in complex settings.



2.5 day in-person course for CHAI staff (Rwanda).

RedR's commitment to tailored services and supporting the long-term professional development of national actors at the frontlines of crisis response extends across our portfolio. In 2024/25, RedR supported a wide range of organisations through bespoke training programmes designed to strengthen leadership capacity, communication, and programme quality across humanitarian contexts.

- ◆ RedR delivered a 2.5-day in-person course for 39 staff members of the **Clinton Health Access Initiative (CHAI)** in Rwanda. The course covered topics such as situational awareness, risk management, and emergency contingency planning. The training was supplemented by a simulation session, offering participants an opportunity to apply course learnings in practice.
- ◆ RedR delivered in-depth and tailored project cycle management training to organisations such as the **UK Department of Health and Social Care**, and **CARE Syria**.

- ◆ RedR partnered with **SOS Children's Villages** to deliver a blended leadership programme for 30 participants, focused on navigating transformational change and effective management. The learning programme combined a preparatory 3-hour virtual session and culminated with a 2-day face-to-face training in Nairobi, Kenya.
- ◆ In Amman, **WarChild** staff completed a customised Leadership and Management course, tailored to their needs through focus group consultations.
- ◆ To support inclusive communication in high-pressure environments, RedR delivered an online non-violent communication workshop for 13 **MSF** staff, strengthening their ability to engage with empathy.
- ◆ 12 **UCL** postgraduate students completed RedR's blended 'Essentials of Humanitarian Practice' course in preparation for overseas deployment in Nepal and Uganda. This included participating in simulation-based learning to enhance real-world applications.
- ◆ RedR ran a participatory Training of Trainers for **HelpAge**, supporting 18 staff to enhance their effectiveness as learning facilitators.



Leadership and management training delivered in partnership with SOS CVI (Nairobi, Kenya).

CLIMATE CHANGE

Scaling Impact through Climate Change Adaptation and Disaster Risk Reduction

CLIMATE CHARTER
COMMITMENT **1&4**

RedR's Climate Change Adaptation and Disaster Risk Reduction (CCA DRR) programme continues to drive locally led climate action. First launched with the support of AXA XL, and now in its sixth year, the programme equips

participants with practical tools and contextual knowledge to integrate climate adaptation strategies into their work and advocate for sustainable, community driven responses to the climate crisis. The 6-week core course modules introduce participants to key CCA DRR concepts through a series of live seminars and supplementary practical sessions:

- ◆ What is CCA DRR?
- ◆ Climate Risk Assessment Framework
- ◆ Climate Change, Water Management, and Health
- ◆ DRR Framework
- ◆ Landuse and Climate Change
- ◆ CCA DRR in Project Proposals

In 2024/25, the flagship 6-week blended learning programme ran in each of its targeted regions: East Africa, South Asia, and Southeast Asia, delivering a total of 180 hours of training to 199 participants from NGOs, governments, private organisations, and community-based organisations. 88% of survey respondents rated the training course as 'excellent' or 'good'; 87% reported an increase in knowledge and skills.

“

The course provided a well-structured and detailed curriculum that covered all critical aspects of Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR). The step-by-step approach, from identifying hazards to developing adaptation pathways and action plans, ensured that participants gained a thorough understanding of each component of the CCA DRR process. This structured learning path was instrumental in building a solid foundation and advancing to more complex concepts and strategies ”

participant from CCA DRR Southeast Asia cohort

In addition to the core course, the project rolled out 15 shorter add-on modules, delivered to 257 participants in 2024/25. These online offerings covered advanced topics such as, Ecosystem-based Adaptation, and Climate Risk Assessments, alongside a revised, two-part module (Forecast-based Financing and Anticipatory Action), that incorporated an interactive webinar and simulation exercise based on case studies and meteorological predictions. These modules offered flexible, targeted learning opportunities for practitioners seeking to deepen their expertise or apply specific tools in their day-to-day work. On average, 99.2% of survey respondents rated these courses as 'excellent' or 'good' with 95% reporting an increase in knowledge and skills.

15
Add-on Modules

257
Participants

99.2%
rated their course as
'excellent' or 'good'



Participants outside the CCDB Climate Centre (Uttar Palaid, Bangladesh).

In response to priorities identified in RedR's Climate Scoping Study, the programme piloted a new 4-day, face-to-face training on Climate Proposal Writing in partnership with local climate actors across three regions. In 2024/25, training sessions were successfully delivered in two of these regions, where participants engaged in hands-on proposal development exercises tailored to real-world case studies provided by local partner organisations. Across the two locations, 18 participants were trained and badged, with feedback reflecting high satisfaction and immediate application of learning in professional settings.

CLIMATE CHARTER COMMITMENT 5

- ◆ In Bangladesh, participants convened at the **CCDB Climate Centre** in Uttar Palaid. The Centre, which includes a Climate Technology Park, offered RedR participants a fully residential experience designed to encourage collaboration and reflection.
- ◆ In the Philippines, training took place in partnership with the **Centre for Disaster Preparedness Foundation (CDP)**, a resource centre for community-based climate management. As part of the training, participants co-developed a proposal for the Las Pinas Persons with Disability Federation, strengthening the relevance and immediate utility of the training.

“ The course curriculum covers a broad range of topics from proposal development, ecosystem-based adaptation, and disaster risk reduction to climate change proposals and climate finance. This diversity ensures that participants gain a holistic understanding of the subject matter. ”

participant on the Climate Proposal Writing Course (Bangladesh)



Climate proposal writing course (Uttar Palaid, Bangladesh)

Climate Change Adaptation and Disaster Risk Reduction in Drought-Vulnerable Contexts

With support from the Howden Foundation, RedR expanded CCA DRR's geographical reach in response to increasing climate volatility in fragile regions. Core offerings were adapted for delivery to drought-vulnerable contexts in Afghanistan and Somalia, ensuring relevance to local priorities and evolving climate risks in both countries. Both countries are among the most climate-vulnerable globally, with Somalia facing recurring droughts and floods that displaced 2.2 million people in 2023, and Afghanistan's ongoing drought driving food insecurity for nearly one-third of the population.

142

participants trained across
Afghanistan and Somalia
(7-week course)

97.6%

reported improvement in
knowledge and skills as
'excellent' or 'good'

99.4%

rated the course as
'excellent' or 'good'

CLIMATE CHARTER
COMMITMENT **1&4**

We also extended the 6-week course by one week to incorporate a new add-on module, Inclusive Approaches in CCA DRR, which supports participants to design and implement equitable climate interventions within their communities. In 2024/25, we ran three cohorts in Afghanistan and two cohorts in Somalia, badging a total of 142 participants. 99.4% rated the core 7-week course as 'excellent' or 'good', and 97.6% reported a significant improvement in their knowledge and skills. This ran alongside two complementary Training of Trainers (ToT) courses, one in each country, designed to support community-level knowledge sharing, with two more scheduled to run in 2025/26. ToT participants designed and delivered their own training sessions, supported by coaching and peer feedback. Many have since gone on to apply their learning through community-based training, climate awareness campaigns, and the implementation of early warning systems.

EXPLORE

RedR's CCA DRR participants have gone on to advance climate adaptation and cascade their learnings within their own communities. [Click here](#) to read more about stories of their impact.

“I use the technologies, methodologies and skills I learned every day.”

- Abdulhadi Achakzai,
CCA DRR Participant



Abdulhadi leading field work in Afghanistan (Photo Credit: Abdulhadi Achakzai)

Gender and Inclusion in Climate Adaptation

Beyond the core seven-week programme, RedR designed and delivered a shorter 2.5-hour online version of the new Inclusive Approaches in CCA DRR module in Afghanistan and Somalia, developed with input from local actors and inclusion specialists. This session introduced key gender and social inclusion considerations in climate adaptation, prompting participants to reflect on real-world barriers faced by marginalised groups. Through contextual examples, they explored practical steps to promote more inclusive resilience strategies for women, older community members, persons with disabilities, and other marginalised groups. This condensed module supports RedR's broader commitment to strengthening inclusive climate action beyond the core programme and ensure climate resilience efforts do not leave anyone behind.²

105
Participants

97%
rated improvement in
knowledge and skills as
'excellent' or 'good'

²Evidence shows that when women are included in climate governance, outcomes are more equitable, responsive, and effective (UNFCCC, 2023).

CASE STUDY Ahmad Omari, Act for Climate (A4C)

Ahmad Omari, a graduate of RedR's CCA DRR course in Afghanistan has gone on to transform learning into tangible community impact. Ahmad, a climate expert with a background in vulnerability assessments and disaster risk reduction, plans to apply the knowledge and tools gained through the training to launch a series of awareness campaigns, community greening initiatives, and capacity strengthening activities focused on climate resilience.

Following his participation in both the 7-week core course and ToT module, Ahmed founded Act for Climate (A4C), a new grassroots organisation committed to inclusive climate action. In 2024/25, A4C delivered its first independently funded training in partnership with the Society of Afghan Women Engineers, also founded by a CCA DRR alumna, reaching over 45 participants across Afghanistan.

The training also equipped Ahmad with enhanced technical writing and advocacy skills, contributing to his existing work publishing articles and creating multimedia awareness resources focused on nature-based solutions. His growing network now includes regional partners through the South Asia Young Women in Water initiative, reflecting his expanding influence and ongoing commitment to collaborative, community-driven climate action.



Ahmad's field visit to Baghlan province following severe flash flooding (Photo credit: Ahmad Omari).

“ This course has fundamentally changed my perception of disaster risk reduction and its impact on communities. I now see climate adaptation as a collaborative effort requiring continuous learning, engagement, and proactive strategies to safeguard vulnerable populations. My commitment to climate action has deepened, and I am eager to expand my expertise to address emerging challenges in the field. ”

ENGINEERING IN EMERGENCIES

Shelter Recovery and Resilience in Ukraine

For several years RedR has worked to strengthen local capacity for conflict recovery and shelter resilience in Ukraine through a portfolio of practical, scalable training initiatives. With widespread damage to housing and critical infrastructure, compounded by a limited pool of certified professionals remaining in country, the need for technically sound, cost-effective repair solutions has never been greater. In partnership with the Ramboll Foundation, Helvetas, and technical experts including Arup, RedR delivered two mutually reinforcing training programmes this year that are enabling communities and institutions to lead recovery efforts.



Community-led shelter assistance training programme (Ukraine).

Community-Led Shelter Assistance

In Ukraine, RedR strengthened national capacity to assess, repair, and restore conflict-damaged housing and critical infrastructure through our Community-Led Shelter Assistance training programme, with support from Ramboll Foundation and Helvetas. The programme was grounded in a comprehensive learning needs assessment that involved over 400 organisations. Findings from the LNA informed the development of three bespoke training modules tailored to the realities of conflict-affected communities and continues to inform sector-wide learning and capacity strengthening efforts. The bespoke training modules were then delivered to five separate training cohorts, consisting of three sessions each, via a mix of live, self-paced and hybrid formats to accommodate fluctuations security conditions in the country.

In total, 88 individuals from Ukrainian civil society organisations completed the resulting training, comprising damage assessments, construction management, and humanitarian engineering principles. Supported by certification, take-home materials, and a comprehensive LNA report, the programme contributed to safe, community-led shelter recovery while strengthening long-term local capacity for emergency response and reconstruction.

Damage Assessment Training

In parallel, RedR delivered two rounds of specialist Damage Assessment Training programme in spring 2024, aimed at addressing a critical shortage of engineers qualified to assess blast-damaged infrastructure. Originally piloted in 2023, the training, also funded by Ramboll Foundation, supports Ukraine's three official Damage Assessment Commissions by upskilling local engineers and technical staff. These commissions play a pivotal role evaluating the structural integrity and determining appropriate repair strategies for blast-affected buildings.

RedR delivered a face-to-face training in Odessa for 15 participants, alongside a larger blended-format course that reached 141 local professionals, totalling 160 hours of instruction. Course content was developed in collaboration with engineers from Ramboll and Arup, and addresses critical gaps in technical capacity, with an emphasis on equipping non-certified and junior engineers to carry out assessments in line with national legislation and international best practice.

Taken together, these programmes contribute to safer shelter recovery and improved housing outcomes in Ukraine, supporting local actors to lead reconstruction efforts with the skills and tools they need.



Strengthening Sectoral WASH Capacity

Safe water, sanitation, and hygiene services are essential to human health and dignity, yet 2.2 billion still live without safely managed water and 3.5 billion without safely managed sanitation. A reality that people living in fragile and conflict-affected contexts are 1.5 times more likely to experience. Since launching our first WASH training in 1987, RedR has established a reputation for high-quality, context specific capacity strengthening in the sector. Our extensive WASH portfolio is delivered in partnership with expert organisations and is designed to equip WASH actors with the skills they need to navigate complex operational environments.

Strengthening the Capacity of Water Utilities in Ukraine

In 2024/25, RedR deepened its engagement in the WASH sector by kicking off a flagship initiative supporting Ukraine's water utilities (vodokanals), in partnership with UNICEF. As the war continues to strain critical infrastructure, this 15-month project aims to strengthen the technical, planning, and leadership capacities of over 750 utility staff, including engineers, technical operators, and senior managers.

In its first year, the project focused on the co-creation of training content in collaboration with Cranfield University, informed by a comprehensive scoping assessment with national stakeholders. RedR also delivered two online-facilitated Training of Trainers and an in-person workshop in Irpin, Kyiv for newly recruited Ukrainian trainers. These activities lay the groundwork for full-scale roll-out of training in 2025/26. These early investments ensure that future training delivery is grounded in national priorities and supported by a cadre of well-prepared facilitators.



WASH RoadMap

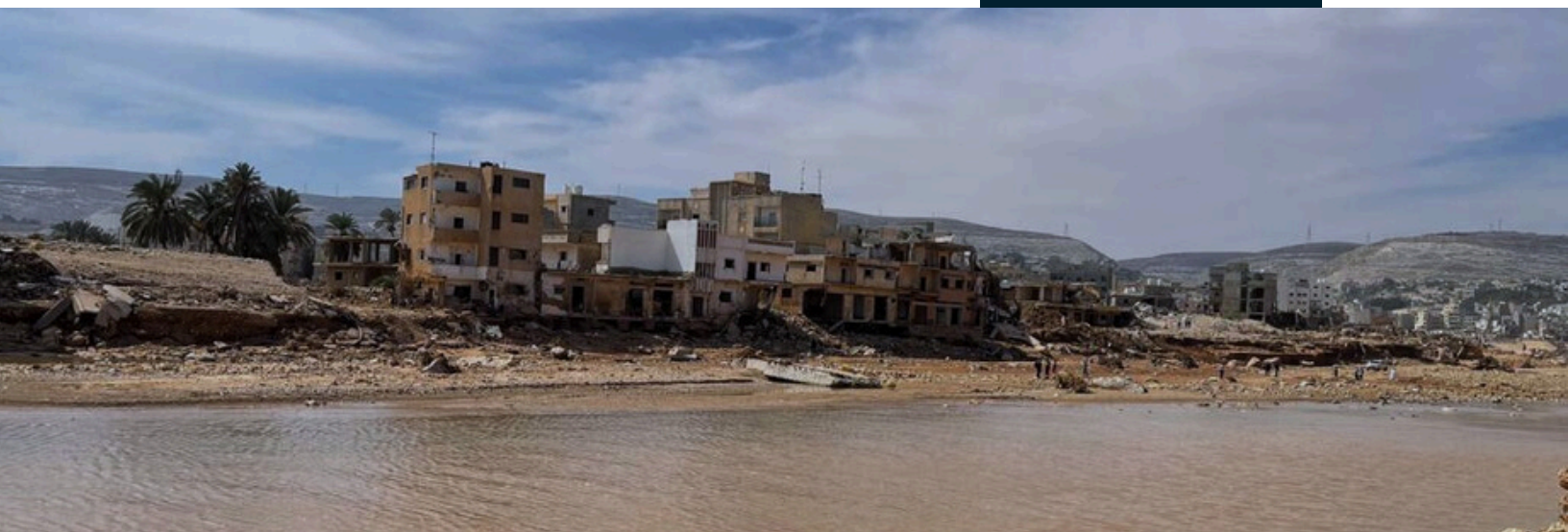
RedR continued to serve as the Hosting Secretariat of the WASH Road Map, a global initiative convening actors behind a common framework to improve the quality, coordination, and sustainability of humanitarian WASH response. With support from the Swiss Agency for Development and Cooperation, RedR is fulfilling key secretarial and coordination functions as we work closely with the Executive Committee to align activities with the Road Map's strategic objectives. As host, we work alongside sectoral leaders such as UNICEF, ICRC, World Vision, and the German WASH Network, driving innovative change across eight initiatives. In 2024/25 the initiative received international recognition at the ONE Water Summit; French President Emmanuel Macron underscored the global importance of coordinated action in WASH.

2bn

PEOPLE LIVE IN
WATER-STRESSED
COUNTRIES

1.7bn

PEOPLE DRINK
CONTAMINATED
DRINKING WATER



Flooding Derna, Libya (Photo Credit: WHO Libya, 2023)

“

... the fourth point is to take into consideration the most vulnerable population, France committed to this topic in 2023. We signed our call for the WASH Road Map, in order to work on improving access to water, sanitation, healthcare in vulnerable areas and areas of conflict. ”

- French President, Emmanuel Macron

Humanitarian Skills for Engineers in Uganda

In 2024/25, RedR continued to deepen its work in Uganda and completed a transformative final phase of our multi-year Humanitarian Skills for Engineers (HSE) programme. Initially launched in 2020, in partnership with the Uganda Institution of Professional Engineers (UIPE) and the College of Engineering, Design, Art and Technology (CEDAT) at Makerere University, this initiative aimed provide training on humanitarian competencies to Ugandan engineers.

This year, support from the Dulverton Trust enabled RedR to complete a final round of site engagement and conclude three impactful microgrant projects delivered across the country. Delivered in close collaboration with local NGOs and supported through targeted coaching schemes, microgrants enabled HSE participants to implement real-world humanitarian interventions in their communities.

- ◆ In Ntungamo District, engineers constructed incinerators at two schools, improving menstrual hygiene management and sanitation conditions for staff and students.
- ◆ In drought-prone Buhweju District, a 40,000L ferrocement water storage tank supported drought resilience efforts, safer hygiene practices, and reduced exposure to gender-based violence linked to water scarcity.
- ◆ In Northern Uganda, the Atapara Swamp Culvert installation project restored vital road access to four flood-affected villages, offering safe, year-round passage to markets, schools, and essential services for residents.

CLIMATE CHARTER
COMMITMENT 3

In August 2024, RedR also facilitated a field visit to Rwamwanja Refugee Settlement to assess four priority engineering needs: waste management, road access, biogas feasibility, and site planning for a new marketplace. Following the site visit, engineers from the HSE Programme, with the support of RedR Associate Trainers, presented their findings to the settlement leadership committee for their review. The project proposals were well received and will inform future technical interventions designed to serve displaced communities with safe, dignified, and sustainable solutions



Rwamwanja Refugee Settlement Field visit (Uganda).





LEARNING AND DEVELOPMENT

Learning and Development (L&D) underscores all RedR's work as a capacity strengthening organisation. L&D principles are embedded throughout every programme, service, and interaction we have with the humanitarian sector. Whether through formal training, mentoring, simulation-based learning, or the co-creation of sector-wide resources, our commitment to high-quality, relevant, and inclusive learning is reflected in all we do.

In a sector that is constantly evolving and facing complex, dynamic challenges, ensuring the quality, consistency, and impact of learning is essential. Our approach to L&D is holistic. We support individuals, organisations, and systems to adapt to complex challenges. In 2024/25, to ensure our own practices remain robust and forward-looking, we undertook a comprehensive review of our Quality Assurance Framework.

FUNDING AND STRATEGIC PARTNERSHIPS

Individual and Community Fundraising

In 2024/25, our individual and community fundraisers demonstrated inspiring generosity and commitment to our cause, raising a total of £100,053 through personal giving. This included vital contributions to our 2024 Winter Appeal, which helped sustain our work and offer flexibility to respond during a time of profound uncertainty.

A standout moment this year came from the 2024 London Marathon, where five runners raised an impressive £14,062 in support of RedR's mission. We are proud to receive places in the marathon through the TCS Charity Bond Scheme. Every year, our participants honour this opportunity with passion and dedication. Each runner simultaneously embraced a personal challenge and raised awareness of the pressing need for humanitarian support in crisis-affected regions as they took on one of the world's most iconic endurance events.

Unrestricted donations such as these are critical to RedR's ability to act swiftly in response to global emergencies. With major institutional and government donors implementing significant funding cuts across the sector in early 2025, these contributions have been more important than ever. As humanitarian needs escalate worldwide, the continued support of our community has enabled us to maintain momentum and uphold our commitment to responders around the world.



“

Being a committed Civil Engineer, chartered for more than 25 years, I feel privileged that in my work I have made a difference in the built environment in which I live and work. I would like to mark this moment in my career with a charitable gesture that could go towards helping others less fortunate than myself. I have long admired the work of RedR in terms of how fellow engineers can apply their skills to provide humanitarian relief, deliver sustainable projects and repair communities broken by natural disasters.”

- Individual Supporter

Private Sector Partners, Trusts, & Foundations

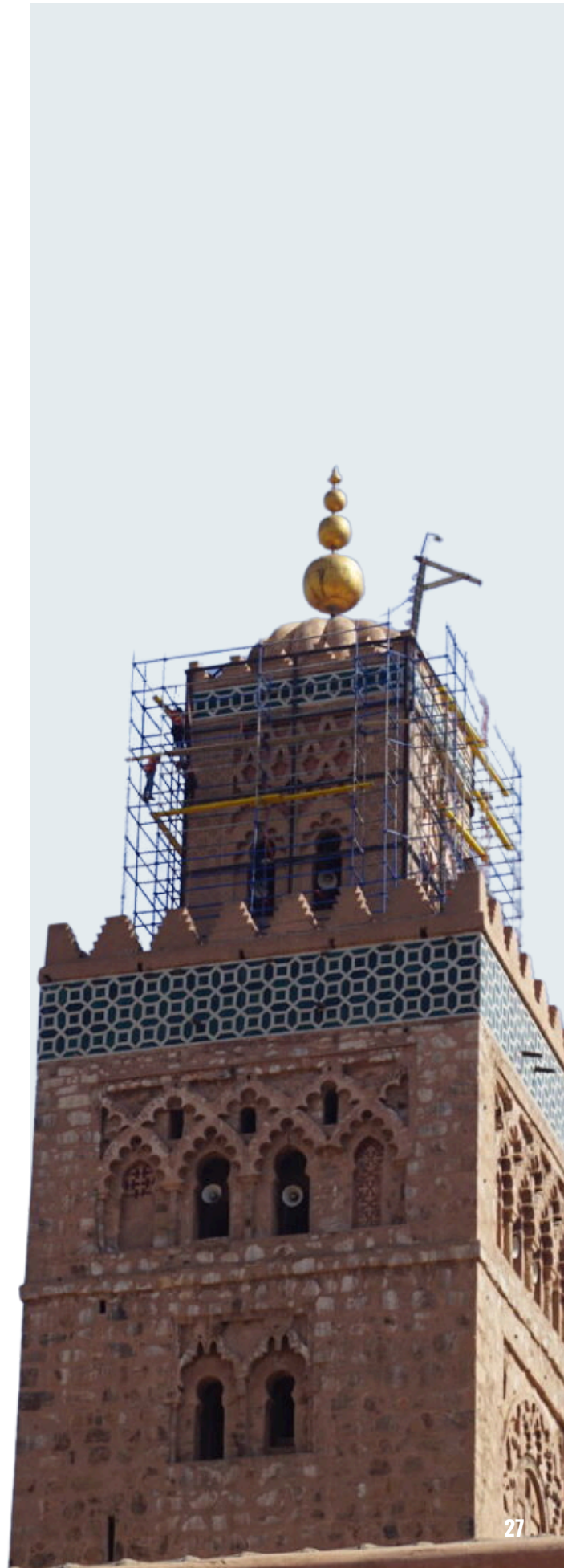
RedR is proud to foster relations with the private sector, trusts, and foundations, that are reflective of our engineering heritage and built on shared priorities. In 2024/25, our partners enabled us to blend technical rigour with community-driven programming. Together, we expanded access to high-quality, context specific training in some of the world's most challenging environments. Their support not only sustained vital projects but equipped frontline responders with the tools to act effective when disaster strikes.

Founded in 1980 by civil engineer Peter Guthrie at an Institute of Civil Engineers (ICE) symposium, our origins continue to shape our mission today. We remain deeply embedded in the engineering sector through active engagement with networks such as ICE and the Institution of Structural Engineers (IStructE), alongside ties with leading firms such as ARUP, GHD, Mott MacDonald, and WSP.

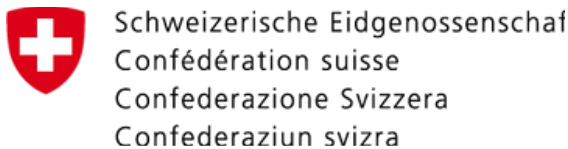
These partnerships are multifaceted. Beyond crucial unrestricted funding, which enables us to sustain core operations and invest in long-term resilience, our private sector collaborators provide technical expertise, strategic insight, and a shared commitment to social impact. In 2024/25, engineers from ARUP and Ramboll contributed to the development of technical training materials for our shelter reconstruction work in Ukraine. Meanwhile, ongoing support from AXA XL and the Howden Foundation allowed us to evolve projects like CCA DRR.

We are grateful for the continued support of key trusts and foundations such as the AXA XL, Clothworkers Foundation, Howden Foundation, JTI Foundation, and Ramboll Foundation. Their multi-year investments and flexible funding enable us to grow our training portfolio and deepen the technical breadth of our training worldwide.

We are also honoured to be the designated charity partner at flagship events in the engineering calendar, including the NCE Awards, Structural Awards, Rankine Lecture, Tunnelling Awards, NCE TechFest, and many more. This year, a total of £26,295 was raised across 12 award ceremonies and dinners, representing critical funds that help sustain our global impact.



45 YEARS WORKING WITH THE WORLD'S LEADING AGENCIES



Foreign, Commonwealth
& Development Office



NORWEGIAN
REFUGEE COUNCIL



Foundation



FROM THE AMERICAN PEOPLE



PEOPLE

The delivery of our work is possible by the collective commitment of our people: a small but dedicated core team, a global pool of expert Associate Trainers, and the invaluable contributions of our technical partners and membership network. Together this ecosystem drives RedR's mission and amplifies our impact around the world.



(Photo Credit: Paul Carstairs, ARUP)

Core Team

RedR services are led and coordinated by a compact core team of staff. Our staff play a pivotal role in shaping strategy, ensuring quality, and supporting our global network of trainers, technical partners, and members. We strive to cultivate a team that blends operational excellence with diverse professional and cultural perspectives.

Continuous professional development remains central to our approach. Supported by a robust competency framework that guides staff growth and progression, we aim to ensure that our team remains equipped with the technical skillset to meet evolving needs. This focus on development strengthens our ability to respond to emerging humanitarian and development challenges while fostering a culture of shared learning and adaptability.

The average tenure of RedR's internal staff team at the end of FY 2024/25 was 1.79 years, an increase from 1.18 years at the end of FY 2023/24. The organisation's gender composition stood at 77% female and 23% male, with the team collectively representing a range of professional disciplines, nationalities, and lived experiences.

Associate Trainers

RedR works with a global pool of expert Associate Trainers (ATs), whose experience and insights enable us to deliver high quality, contextually relevant capacity strengthening programmes across humanitarian, developmental and peacebuilding contexts.

RedR's pool of 200 ATs bring a wealth of humanitarian experience across areas such as: climate adaptation, security management, leadership development, structural damage assessments, project management, and data analytics. Each trainer is carefully selected, onboarded, and assessed against our Humanitarian Training Competency Framework. Their dual strengths as sector specialists and skilled learning facilitators are central to our ability to deliver inclusive, relevant, and responsive programming.

As part of our commitment to localisation, RedR recruits ATs from locations where we deliver our work. Our trainers live in 50 countries around the world and represent over 40 nationalities. This year, we recruited 11 ATs from Europe, seven of whom are Ukrainian, three from the Middle East and North Africa, one from the Caribbean and one from Asia. More than three quarters of them speak at least two languages, with 30 languages spoken overall. This geographic and linguistic diversity ensures that RedR capacity strengthening programmes are being designed and delivered by trainers with deep knowledge of the context where they are working.

In 2024/25, we undertook a strategic review of our AT pool with the aim to enhance our ability to match the right expertise to the right needs, in the right places. This process included a detailed update of trainer competencies, language capabilities, and geographic availability, to guarantee that we continue to deliver learning services that are technically robust and locally grounded. Tangentially, we also introduced updates to the Associate Trainer Handbook, which acts as an internal resource that supports consistency, shared expectations, and continued collaboration between our Learning and Development and Programmes teams. Taken together, this work reflects our ongoing commitment to investing in the professional ecosystem that makes RedR's impact possible.

CLIMATE CHARTER COMMITMENT 2



Technical Partners and Membership

This year, RedR was supported by several of our technical partner in the completion of our programme delivery. We have incorporated pro bono project reviews from Arup into several of our programmes, Mott McDonald have supported with project proposals and Ramboll UK have been involved in the technical review of training materials developed for the Ukrainian context.

RedR's membership remains a cornerstone of our community. RedR Members bring professional experience and insight that enriches our work and informs our vision for effective humanitarian action. Alongside our ATs, they help ensure the right people and skills are in place to respond to disasters around the world.

This year, our Members elected six representatives to the Membership Council: Angela Khudonazarova, Annet Nsiimire, Martin Ager, Rianne ten Veen, Tuesday Gichuki and Paul Sherlock. Their diverse perspectives and expertise strengthen the Council's role in representing and engaging the wider membership.

At our Annual General Meeting, we were pleased to feature a presentation from Ashraful Haque on his experience of the disastrous impact of Climate Change and the importance of peer-to-peer learning.

We also launched a Membership Working Group, supported by John McCabe and with contributions from past and present Members, to develop a roadmap for a refreshed membership model to be launched in 2025/2026. This initiative will help clarify and renew the role of membership within RedR, ensuring it continues to align with our strategic direction and the evolving needs of the humanitarian sector.

The Members' Council remains an active link between the membership and the Board of Trustees, helping to shape RedR's future.

At the end of this financial year, Council Members comprised:

- Rob Buckley (Chair of Members' Council and Trustee)
- Samwel Cheruiyot (Deputy Chair of Members' Council and Trustee)
- Paul Sherlock
- Robert Hodgson
- Tuesday Gichuki
- Martin Ager
- Annet Nsiimire
- Angela Khudonazarova
- Rianne ten Veen
- Emily Fereday

Security and Risk Management

The safety and wellbeing of RedR personnel remains a primary organisational concern. It is recognised that a significant proportion of RedR's work involves travel to complex and insecure environments, and all such activities must be undertaken with a full understanding of associated risks and the implementation of appropriate risk-reduction measures. RedR holds membership with the Global Interagency Security Forum (GISF), which provides access to sector-wide guidance and best practice in security management. Ultimate responsibility for the safety and security of RedR personnel lies with the Board of Trustees, with operational responsibility delegated to the Chief Executive Officer.

In 2024/25, RedR conducted a comprehensive review of the Global Security Policy. All associated procedures were updated to reflect current security sector best practice and RedR's operational structure. This included updates to International Travel Procedures, outlining systems used to assess, approve, and monitor international travel. To supplement rollout, RedR staff completed the *Security Management for Humanitarians* open course in November 2024.

Security management is integrated into the organisation's broader risk management approach. Risks are identified, recorded, and monitored in accordance with an established risk appetite. 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. We maintain a detail risk register; the Finance and Risk Committee reviews the organisation's risk register, and significant or emerging risks are escalated to the Board as necessary.

Ethics and Safeguarding

RedR is committed to maintaining the highest standards of ethical conduct and safeguarding practice across all areas of operation. Safeguarding responsibilities apply to all RedR personnel and representatives and remain in force both during and outside of working hours. RedR recognises that every individual has the equal right to protection, regardless of age, gender, ability, racial origin, cultural background, religious belief, or sexual identity. All individuals engaged by or acting on behalf of RedR are expected to actively prevent harm, abuse, neglect, and exploitation in all forms. We recognise the increased vulnerability of people during humanitarian crises and safeguarding applies consistently and without exception across our programmes, partners, staff, and volunteers.

The organisation maintains a zero-tolerance approach to Sexual Exploitation and Abuse, harassment, intimidation, bullying, and other forms of abuse or mistreatment. Any RedR representative found to be in breach of safeguarding or ethical standards is subject to appropriate investigation and, where necessary, disciplinary, or legal action. This applies irrespective of the individual's role, level of seniority, or affiliation with the organisation. All staff are required to complete mandatory safeguarding training and to familiarise themselves with the organisation's relevant policies and procedures. RedR also maintains accountable and transparent systems for reporting concerns, supported by the Disclosure of Malpractice Policy.

ENVIRONMENTAL COMMITMENTS

RedR recognises the climate crisis as both a humanitarian emergency and a strategic priority. Climate change is one of RedR's three core thematic areas and is treated as a cross-cutting issue throughout all programming. RedR works to equip humanitarians and organisations with the knowledge and tools to adapt to an increasingly unpredictable climate, embed sustainability in their work, and drive sectoral change.

RedR is a signatory to the Climate and Environment Charter for Humanitarian Organisations, hosted by the IFRC and joined by 400 organisations in the humanitarian sector. This reflects our commitment to collective climate action and toward minimising environmental harm in humanitarian response. Seven commitments make up the Charter, they are as follows:



(Photo Credit: Ahmad Omari)

- 1. Step up our response to growing humanitarian needs and help people adapt to the impacts of the climate and environmental crises.**
- 2. Maximise the environmental sustainability of our work and rapidly reduce our greenhouse gas emissions.**
- 3. Embrace the leadership of local actors and communities.**
- 4. Increase our capacity to understand climate and environmental risks and develop evidence-based solutions.**
- 5. Work collaboratively across the humanitarian sector and beyond to strengthen climate and environmental action.**
- 6. Use our influence to mobilise urgent and more ambitious climate action and environmental protection.**
- 7. Develop targets and measure our progress as we implement our commitments.**

We have signposted our contributions to fulfilling these commitments throughout this report.

RedR is focused on limiting its own environmental footprint. We are generously hosted by Arup, who provide our office facilities, supporting our efforts to monitor and minimise our own impact. RedR integrates sustainability principles across operations and remains committed to ensuring activities do not exacerbate conflict or cause harm. Further, that disproportionate impacts of climate change on marginalised communities are addressed through inclusive and context-sensitive approaches.

STRUCTURE, GOVERNANCE, AND MANAGEMENT

RedR is a company limited by a 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.

RedR UK is part of the RedR International network, with two nominees on the General Assembly of RedR International and one on the board of RedR USA.

The Board of Trustees is responsible for the overall governance and strategic direction of the organisation, ensuring compliance with statutory and regulatory requirements and alignment with RedR's charitable objectives. Trustees meet at least quarterly and, in addition to providing strategic oversight, approve policies, monitor performance, and support effective risk management. Operational management is delegated to the Chief Executive Officer.

All Trustees serve in a voluntary capacity and receive no remuneration. On appointment, Trustees undertake an induction. RedR maintains appropriate Trustee Liability insurance to indemnify Trustees and directors of its subsidiary, RedR UK Trading Limited, for proceedings arising from their role. Board Committees, which include Governance, Remuneration, and Finance and Risk, support the Board's work in key areas.

Trustees

RedR is governed by its Trustees, collectively known as RedR's Board, who are also its directors under company law. The Board is accountable to RedR's donors and supporters, to ensure they have confidence in how RedR stewards its resources. They are also accountable to the Members of the organisation, the Board Chair, to each Trustee, and to RedR International.

Trustees are the final decision makers of the charity and have final responsibility for its success or failure. The Board's main job is to set direction and have oversight of its operational activities. The Board is responsible for ensuring that regulatory and legal requirements of the organisation are complied with.

Trustees (including the Chair) are appointed following open advertising including, where appropriate, in specialist publications or on specialist websites and following a rigorous interview process.

Trustees are volunteers and serve a term of three years (renewable up to a maximum of nine years). The CEO, the Board Chair, and each member of the Board are subject to an annual appraisal. In addition, for its own accountability the Board will review its own performance in governing the organisation every three years, reviewing the skills, representations, contribution and attendance of Trustees and the operation of the Committees.

In 2024/25 the Board held 6 meetings.

SOHPIE GILLIBERT	CHAIR (2020 -)
HEATHER MCKINLAY	VICE CHAIR TREASURER (2020 -)
SALLY SUDWORTH	COMPANY SECRETARY (2022 -)
JACK JONES	(2019 -)
ROBERT BUCKLEY	(2022 -)
ELIZABETH BROWN	(2022 -)
SAMWEL CHERUIYOT	(2023 -)
RICHARD BARTLETT	(2022 -)
BEN WEBSTER	(2022 -)

Reserves Policy

Prudent management of RedR's financial and other assets safeguards the organisation's ability to achieve its charitable objectives. In accordance with Sections 50 to 55 of the Articles of Association, the organisation maintains reserves to provide operational continuity, meet unforeseen expenditure, and protect against fluctuations in income. The rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

As of 31 March 2025, the organisation's total reserves were £21,119, comprising £125,984 of restricted funds and (£104,865) of unrestricted funds. The Trustees have set and actively pursue a target to maintain unrestricted reserves at a level equivalent to 12 weeks of operating expenditure. This policy reflects the Trustees' commitment to balancing the need for financial resilience with the effective application of funds to charitable activities.



STATEMENT OF RESPONSIBILITY OF THE BOARD OF TRUSTEES

The Trustees, who also serve as directors of RedR for the purposes of company law, are charged with the preparation of the Trustees' Report and the financial statements in accordance with applicable law and regulations. The Trustees recognise their fiduciary duty to always safeguard the financial stability of the charity and act in its best interests.

The Board of Trustees presents its report and the audited financial statements for the financial year from 1 April 2024 to 31 March 2025. The financial statements are prepared in compliance with the Companies Act 2006, the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) and the Charities SORP (FRS102). 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 charity's financial position and of the surplus or deficit for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Make judgments 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 a going concern basis unless it is appropriate to presume that the charity will continue in operation.
- Observe the methods and principles in the Charities SORP.

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the organisation's auditor are unaware. They have taken all necessary steps to make themselves aware of all relevant audit information and to ensure that the auditor is aware of that information.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain charities 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.

The financial statements are published on the charity's website in accordance with UK legislation governing the preparation and dissemination of financial statements. The maintenance and integrity of the charity's website is the responsibility of the Trustees, and their duties extend to ensuring the ongoing integrity of the financial statements contained therein.

The charitable company qualifies as small under section 383 of the Companies Act 2006; a strategic report has not been prepared, as this is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulation 2013.

Approved by the Board of Trustees and signed on its behalf by Sophie Gillibert, Chair of the Board of Trustees.

Financial Report

	2025 (£)	2024 (£)
INCOME		
Charitable Activities	1,958,488	1,443,709
Individual Giving	101,899	125,762
Patrons and Corporate Supporters	67,664	50,397
Events	40,357	25,459
Other	360	5,926
Investment	1,849	3,185
TOTAL INCOME	2,170,617	1,654,438

	2025 (£)	2024 (£)
EXPENDITURE		
Charitable Activities	1,707,147	1,061,366
Fundraising	197,387	332,627
Administrative Costs	291,355	382,583
TOTAL EXPENDITURE	2,195,889	1,776,576
Net gains on investments	211	2,349
NET ACTIVITY	(25,061)	(119,789)

RedR UK's full audited accounts for FY2024/25 are published on Companies House and the Charity Commission.