

2025/26 ANNUAL REPORT

redr uk

people and skills for disaster relief



TABLE OF CONTENTS

WHO WE ARE..... 1
FOREWORD..... 2
YEAR IN NUMBERS..... 4
STRATEGY..... 6

PROGRAMMES..... 8
HUMANITARIAN SERVICES..... 8
CLIMATE CHANGE..... 20
ENGINEERING IN EMERGENCIES..... 26

CELEBRATING 45 YEARS OF REDR..... 35

FUNDING AND STRATEGIC PARTNERSHIPS..... 36
INDIVIDUAL AND COMMUNITY FUNDRAISING..... 36
PRIVATE SECTOR PARTNERS, TRUSTS, AND FOUNDATIONS..... 37

PEOPLE..... 39
CORE TEAM..... 39
ASSOCIATES..... 40
MEMBERSHIP..... 41

ENVIRONMENTAL COMMITMENTS..... 42
SECURITY AND RISK MANAGEMENT..... 43
ETHICS AND SAFEGUARDING..... 43

STRUCTURE, GOVERNANCE, AND MANAGEMENT..... 44
TRUSTEES..... 45
RESERVES POLICY..... 47
STATEMENT OF RESPONSIBILITIES OF THE BOARD OF TRUSTEES..... 48

FINANCIAL REPORT..... 49



WHO WE ARE

RedR works to strengthen the capacity of people, organisations, and institutions to prepare for, respond to, and recover from humanitarian crises. As RedR marks its 45th anniversary this year, our mission remains as relevant as ever in a world facing growing humanitarian need, climate-related shocks, and protracted crises. We believe that effective and sustainable humanitarian action is built on local knowledge, leadership, and expertise. Our role is to support those closest to crises with the skills, resources, and connections they need to lead responses in their own communities.

Through training, coaching, technical assistance, resource development, and sector collaboration, we support humanitarian practitioners working across a wide range of contexts. Our work spans climate resilience, engineering in emergencies, humanitarian leadership, organisational development, and the systems that enable effective response. We bring together local actors, national institutions, humanitarian organisations, professional networks, and technical specialists to strengthen both individual capabilities and organisational capacity.

This year, RedR continued to support locally led action across Africa, Asia, the Middle East, Europe, and the Caribbean. We worked alongside community-based organisations, national NGOs, governments, and professional bodies to strengthen preparedness, improve response quality, and support long-term recovery. Alongside training programmes, we developed practical tools, guidance, and learning resources that help practitioners apply their knowledge in real-world settings and share learning across the sector.

This report highlights the breadth of that work; it reflects the achievements of the people and organisations we have worked alongside throughout the year. They demonstrate the importance of investing in local capacity, fostering collaboration, and creating opportunities for learning that continue long after individual projects have ended.

FOREWARD

This Annual Report marks 45 years since RedR was founded. Over those decades, the humanitarian sector has changed profoundly, but the principle at the heart of our work has endured: people responding to crises need the right skills, knowledge, systems and professional support to act effectively.

That principle has rarely felt more urgent. Humanitarian organisations are confronting overlapping crises of exceptional scale. Protracted conflict, climate-related shocks, displacement, food insecurity and pressure on essential infrastructure are increasing needs, while international aid budgets are contracting and global cooperation is under strain. The result is a widening gap between what communities need and the resources available to support them.

This challenging context requires more than doing the same with less. It demands stronger collaboration and a renewed focus on approaches that build lasting capability. It also reinforces the importance of directing resources and decision-making closer to the people and organisations who understand their own contexts best.

For RedR, this means continuing to invest in people as the foundation of effective humanitarian action. We strengthen individual skills, organisational capacity and sector-wide learning through training, coaching, technical assistance, practical resources and convening. We work alongside local and national organisations, public institutions, humanitarian agencies, technical specialists and professional networks, combining contextual knowledge with technical expertise.

During 2025–26, 1,476 people from 31 nationalities participated in RedR training. 91 per cent were local or national staff, and 94 per cent of survey respondents reported an increase in their knowledge and skills. Across 100 learning events, we delivered 1,362.5 unique training hours and almost 25,000 participant learning hours. One third of our projects included delivery in a language other than English. These figures reflect both the scale of our work and our commitment to making high-quality learning relevant and accessible in the contexts where it is needed.

The stories in this report show what those numbers mean in practice. In Mali, Uganda and Tanzania, we supported local organisations to strengthen the systems and resource-mobilisation skills underpinning their work on nutrition, education and community resilience. In Lebanon, responders developed and applied practical approaches to personal security, preparedness and staff wellbeing in a complex and rapidly changing environment. In Somalia and Afghanistan, practitioners strengthened their capacity to understand climate risks and integrate adaptation, disaster risk reduction and anticipatory action into their work. Flexible funding also enables us to sustain vital work in contexts where wider humanitarian funding has become increasingly constrained, helping us continue to support people responding to crises where resources are scarce.

In Ukraine, RedR worked with national trainers, water utilities and humanitarian organisations to strengthen the resilience of essential services and improve approaches to structural damage assessment and repair. We also continued to support collaboration across the wider humanitarian system, including through our role as Secretariat of the WASH Road Map, which brings organisations together around stronger coordination, quality, professional practice and shared learning.

The year also brought new questions about the capabilities humanitarian professionals will need in the future. Artificial intelligence and other emerging technologies may create opportunities for analysis, communication and learning. RedR has invested in humanitarian AI literacy so that practitioners can assess these technologies critically and use them responsibly, consistently with humanitarian principles and the commitment to do no harm.

None of this work is achieved by RedR alone. It depends on the expertise of our staff, Associates, Members and volunteers, and Trustees; the trust of participants and local organisations; and the commitment of donors, technical specialists, professional institutions and strategic partners. This year, we were also delighted to welcome Charlotte Lindsey, Colum Wilson OBE, Gerard Gallagher and Maria Lombardo to our Board of Trustees. We also thank outgoing Trustees Jack Jones, Samwel Cheruiyot and Elizabeth Brown for their dedicated service and valuable contribution to RedR. Our 45th anniversary gave us an opportunity to recognise this community and the relationships that have sustained RedR since its foundation. It also reminded us that our history gives us a platform from which to respond to the challenges ahead.

As we look forward, our priorities are clear. We will continue to strengthen locally led delivery, invest in climate resilience and technical excellence, and engineer humanitarian effectiveness through a systems level approach. We will continue to convene people across disciplines and geographies, and to develop practical resources that can be adapted, shared and used beyond individual projects. At a time of intense pressure on the humanitarian system, we will remain focused on where RedR can add the greatest value: helping people and organisations become more capable, connected and prepared.

We are deeply grateful to everyone who engaged with us during the year. Your expertise, commitment and trust make RedR's work possible. Together, we will continue building the skills and systems needed for effective humanitarian action, today and for the crises of tomorrow.



BERNADETTE SEXTON
Chief Executive Officer



SOPHIE GILLIBERT
Chair of Trustees



THE YEAR IN NUMBERS

1,476 Training Participants

15 Projects

31 Nationalities Represented

100 Learning Events

46% women

91% local & national staff

24,883 participant learning hours*

94% Survey Respondents reported an increase in knowledge & skills

98% Survey respondents rated training as 'excellent' or 'good'

1,362.5 unique training hours

BY MODALITY

face-to-face	**838** hours
online facilitated	**500.5** hours
blended learning	**24** hours

BY LANGUAGE

ENGLISH	463 hours	UKRANIAN	821.5 hours
ARABIC	63 hours	FRENCH	15 hours

* *This is calculated by multiplying the duration of each completed learning event by the number of attendees recorded for that event, then aggregating the results across all events.*

STRATEGY



RedR's 2025–27 Strategy continued to guide our work throughout the year, providing a clear framework for how we strengthen humanitarian capacity in an increasingly complex and unpredictable world. Humanitarian needs continue to rise as conflicts become more protracted, climate-related shocks intensify, and pressures on infrastructure and essential services grow. At the same time, the humanitarian sector faces tightening resources and increasing demand for locally led approaches that place decision-making closer to affected communities.

Against this backdrop, RedR remains focused on a simple principle: investing in people creates lasting impact. By strengthening individual skills, organisational capacity, and sector-wide learning, we support the knowledge, confidence, and systems needed to respond to crises effectively. Our work is grounded in the belief that sustainable humanitarian action depends on capable local actors, strong institutions, and opportunities for continuous learning and collaboration. The strategy is delivered through three interconnected areas of work:

Training

Delivering high-quality learning that combines technical expertise with practical application, helping individuals and organisations strengthen their ability to prepare for, respond to, and recover from crises.

Convening

Creating opportunities for humanitarian practitioners, institutions, and technical specialists to exchange knowledge, share experience, and contribute to sector-wide learning and improvement.

Sharing

providing targeted expertise through advisory services, needs assessments, resource development, technical reviews, and capacity-strengthening support tailored to local contexts.

These areas of work support RedR's three thematic pillars: **Humanitarian Services**, **Climate Change and Resilience**, and **Engineering in Emergencies**. Together they enable us to address immediate humanitarian challenges while contributing to longer-term resilience, preparedness, and recovery.

A central thread running throughout the strategy is our commitment to locally led action. We continue to work alongside local organisations, national institutions, and local learning providers to ensure that knowledge, skills, and decision-making remain rooted in the contexts where crises occur. This includes investing in national trainers, co-creating learning content with local experts, supporting peer learning, and creating pathways for local actors to influence wider sector discussions and practice.

At the same time, we are strengthening RedR's role as a trusted partner and source of technical expertise across the humanitarian sector. We aim not only to strengthen capacity but also to contribute to better humanitarian practice, stronger professional standards, and more effective responses. As the stories in this report demonstrate, our impact extends beyond individual training events. It can be seen in organisations applying and sharing knowledge, practitioners adapting approaches to their own contexts, practical resources that remain in use long after projects end, and growing networks of people working together to address humanitarian challenges.

As RedR approaches its fifth decade of humanitarian capacity strengthening, we remain committed to building on our technical heritage while continuing to evolve. By combining quality, partnership, evidence, and locally grounded expertise, we seek to support a humanitarian sector that is more capable, better connected, and better equipped to meet the challenges ahead.



HUMANITARIAN SERVICES

Throughout the year, RedR supported humanitarian organisations to strengthen their ability to serve communities affected by crisis. Our work combines tailored training, coaching and accompaniment with the development of practical toolkits, digital learning resources, and training of trainer programmes that leave lasting capacity within organisations at the forefront of response.

Supporting Local Organisations on the Frontlines of Humanitarian Response

Food insecurity and malnutrition continue to affect millions of people across East and West Africa. In Mali alone, 1.6 million people are projected to face acute food insecurity, while in Uganda 22% of the population is undernourished. In Tanzania, nearly six in ten families are unable to afford a nutritious diet.[1] These challenges underscore the importance of strengthening local organisations working closest to affected communities and supporting locally led responses to hunger and malnutrition.

RedR's partnership with the Global Nutrition Cluster (GNC) reflects a shared commitment to strengthening nationally led humanitarian action. Over several years, RedR has worked alongside the GNC Technical Support Team and local partners across multiple countries to strengthen organisational systems, resource mobilisation capacity, and technical skills within local and national NGOs. Previous collaborations in Somalia and Mali laid important foundations for this work and informed subsequent capacity strengthening initiatives in East Africa.

CLIMATE CHARTER COMMITMENT **3**

Strengthening Local Capacity in Mali

This year marked the conclusion of a capacity strengthening programme delivered in partnership with the Global Nutrition Cluster Technical Support Team and Action Against Hunger in Mali. The programme responded directly to organisational capacity assessments conducted with local NGOs and included contextualised, French-language training in monitoring and evaluation, proposal writing for resource mobilisation, and human resources management.

[1] **Sources:** *World Food Programme (WFP), Uganda Country Brief*, (2025); *WFP, Tanzania Country Brief*, (2026); *WFP, Mali Country Brief*, (2026).

The organisations represented are leading a wide range of efforts to address food insecurity and malnutrition across Mali. Two such organisations included:

HELP FOR SAHEL

Delivers community-based health and nutrition interventions, including mobile clinics, malnutrition screening, and support for children, pregnant, and breastfeeding women in underserved communities.

G-FORCE

Works with partners to strengthen millet, sorghum and rice value chains in the regions of Sikasso and Segou, helping improve agricultural productivity and the resilience of vulnerable households in Mali.

Across the project, RedR trained 51 staff members from local organisations and nutrition partners, with 92% of participants rating the training as good or excellent. The final activity under the project was a 15-hour online Human Resources training delivered in April 2025 for 18 participants. The course focused on recruitment, onboarding, performance management, staff wellbeing, and human resource planning within NGO settings.

51 staff from local organisations and nutrition partners

92% of participants rated the training as 'good' or 'excellent'

By strengthening the organisational systems that underpin this work, including human resources, resource mobilisation, and monitoring and evaluation, the programme aimed to support participating organisations sustain and expand their own community-led responses. Participants have begun applying the learning within their organisations. One participant reported using the onboarding tools and templates shared during the course when recruiting new staff; as he explained:

. . . On a recruté deux collaborateurs, et nous avons utilisé les modèles et outils que la formatrice a partagés... en suivant toutes les étapes nécessaires comme souligné dans le cours . . . grâce aux ressources données, plus de confiance professionnelle."

Participant, HR (Mali)

Translation (French): ". . . We recruited two new staff members and used the templates and tools shared by the trainer, following all of the steps outlined during the course. . . thanks to the resources provided, I feel more professionally confident."

Strengthening Local Capacity in Uganda and Tanzania

Building on this partnership, RedR launched a new capacity strengthening initiative in Uganda and Tanzania between November 2025 and May 2026. Delivered in partnership with the Global Nutrition Cluster Technical Support Team, Action Against Hunger Uganda and Tanzania, and funded through the broader GENTU programme supported by Global Affairs Canada, the project aimed to strengthen local organisations' ability to access funding and deliver effective nutrition programming for vulnerable communities.

38
participants trained

The programme forms part of a wider five-year initiative designed to strengthen access to nutrition services for women and girls through stronger locally led action in Uganda and Tanzania. The initiative will achieve this by delivering nutrition and climate-smart agriculture training, expanded access to gender-responsive health care, and improved access to clean water and safe sanitation facilities.

9
local organisations

RedR's contribution focused on Proposal Writing for Resource Mobilisation (PWRM), combining face-to-face training with a tailored coaching and accompaniment model that supported organisations to apply learning directly to real funding opportunities.



Participants attending Proposal Writing for Resource Mobilisation (PWRM) training session, Uganda (February 2026).

73
coaching hours

44.7%
women

A total of 38 staff from nine local organisations participated in the three-day training programme, while a further 73 hours of coaching were delivered over the following three months. In addition to developing individual skills, coaching supported organisations to strengthen internal systems, improve collaboration across teams, develop donor engagement strategies, and build stronger proposal development processes.

The programme delivered strong results. Participants rated the overall quality of the training highly, and many organisations reported improvements in strategic resource mobilisation, donor mapping, and the quality and coherence of funding proposals. For WEI Tanzania, these gains translated into a tangible outcome: securing new funding to expand education opportunities for girls.

CASE STUDY

WEI Tanzania – Expanding Education Opportunities for Girls

Women Empowerment Initiatives (WEI) Tanzania works with women, girls and marginalised communities across central Tanzania to improve access to education, livelihoods and essential services. Working closely with communities, volunteers and local authorities, the organisation helps address the complex social, economic and practical barriers that prevent many girls from remaining in school. Despite seeing significant needs within the communities they serve, WEI's ability to expand its programmes has often been constrained by limited access to funding.

> “We see the problems, but to tackle those problems, it needs funds. We don't have enough to reach all those communities.
>
> *Milka, Chair, WEI Tanzania*

As part of RedR's partnership with the Global Nutrition Cluster and Action Against Hunger, WEI participated in the Proposal Writing and Resource Mobilisation training and coaching programme delivered in Tanzania. Through the initiative, staff strengthened their ability to analyse community needs, develop evidence-based proposals and align programmes with donor priorities. The accompanying coaching support helped the organisation refine a live funding proposal and adopt a more strategic approach to fundraising.



WEI Tanzania and other Proposal Writing and Resource Mobilisation participants, Tanzania (February 2026).

The results were immediate. Applying the skills and support gained through the programme, WEI successfully secured a €14,000 grant to support girls at risk of dropping out of school across three wards and nine schools The organisation aims to help at least 300 children remain in education through this initiative.

> We are now confident to say that we are writing very competitive proposals. We have also learned how to link donor priorities with our mission.
>
> *Advera, Livelihoods Officer, WEI Tanzania*

For WEI, the value of the programme extended beyond a single funding opportunity. By strengthening organisational confidence, proposal development processes and shared fundraising knowledge across the team, the organisation is now better positioned to secure future resources and expand its work to communities facing similar challenges. The story illustrates how building the capacity of local organisations can translate into tangible benefits for the communities they serve, enabling locally led solutions that improve opportunities for women and girls.

Safe and Effective Humanitarian Response in Crisis Contexts

Lebanon's humanitarian operating environment remains highly complex. Although a ceasefire was announced in late 2024, humanitarian needs and security concerns persisted throughout 2025. As of March 2025, nearly 96,000 people remained displaced outside their areas of origin, while access constraints and ongoing insecurity continued to affect humanitarian operations.[2] Against this backdrop, strengthening security management, preparedness, and wellbeing of humanitarian personnel remains critical to effective response.

Humanitarian responders increasingly operate in volatile environments where security risks, uncertainty, and high workloads can affect both personal safety and operational effectiveness. To help strengthen the capacity of frontline organisations working amid conflict in Lebanon, RedR implemented the Salāmah (Security Adaptation in Lebanon for Adequate Management & Advanced Humanitarianism) project between December 2024 and June 2025, with support from the H2H Network. The initiative combined a Rapid Learning Needs Assessment (RLNA), bilingual security training, and tailored coaching support to help responders work more safely and effectively.

The project combined assessment, curriculum adaptation, bilingual training delivery, and post-training support to strengthen the capacity of humanitarian responders in Lebanon. As the programme progressed, RedR delivered multiple cohorts of Personal Security (Staying Effective) and Security Management for Humanitarians (SMH) training. This year that included 117 participants completing Personal Security and SMH modules, with 78 hours of facilitated learning delivered through ten cohorts. Participant satisfaction remained consistently high, with 97.8% of respondents rating overall training quality as 'good' or 'excellent'.

117
participants trained

78
facilitated training hours

97.8%
overall training rating

[2] **Sources:** *OCHA, Lebanon Flash Update #62* (March 2025).



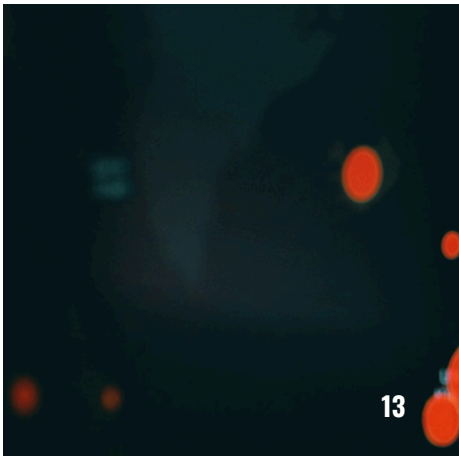
A key feature of the programme was the coaching component, which enabled participants to move beyond theory and apply learning directly within their organisations. Through one-to-one support from a Lebanese security specialist, participants reviewed security management frameworks, explored real-world scenarios, and strengthened security policies, procedures, and preparedness measures. Participants consistently highlighted coaching as one of the most valuable aspects of the programme, providing an opportunity to address organisation-specific challenges and deepen their understanding of risk management and security decision-making.

Participants also applied their wider learning in response to the challenging security context in Lebanon. One participant living in a high-risk area reported drawing on the course's guidance during a renewed period of strikes, updating the contents of her emergency grab bag and using trusted information sources to remain prepared an informed. She also regularly returned to the training materials to support communitication with colleagues and reflect on how her wellbeing could affect her professional responses.

The programme has already contributed to changes in practice. Participants reported applying risk assessment tools, strengthening communication and preparedness procedures, improving personal security planning, and drawing on training resources to support colleagues operating in high-risk environments. Several also noted the value of the project's emphasis on mental wellbeing and resilience in helping them manage the pressures associated with humanitarian work.

> My attendance at the training definitely made me feel better equipped. It provided valuable new insights into the mental health aspect of personal safety and security... It reinforced and deepened my understanding of risk assessment and proactive measures
>
> *Participant, Personal Security (Lebanon)*

By combining needs-based learning, contextualised security training, and practical coaching support, Salāmah helped humanitarian organisations and responders strengthen their preparedness, safety, and ability to operate effectively in a complex and rapidly changing crisis environment.



A Tailored Learning Portfolio for a Changing Humanitarian Sector

CLIMATE CHARTER COMMITMENT **3**

As humanitarian organisations navigate increasingly complex operating environments, the skills required of their staff continue to evolve. Alongside strengthening core competencies in project management, leadership, and programme delivery, organisations are increasingly seeking support to address emerging challenges and opportunities, including digital transformation and artificial intelligence (AI). Recent research found that 70% of humanitarian practitioners use AI tools daily or weekly, while fewer than a quarter of organisations have formal AI policies in place.[3]

Drawing on its 45 years of experience and holistic approach to capacity strengthening, RedR continues to deliver tailored learning programmes that combine practical application, adult learning methodologies, and context-specific adaptation to support both individual and organisational performance.

During the year, RedR delivered a range of tailored programmes designed to strengthen programme quality and organisational effectiveness across humanitarian and development settings. This included Basic Project Cycle Management (PCM) training for 15 staff from **CARE Syria**'s local partner organisations, equipping participants with practical skills in needs assessment, project planning, accountability, risk management, monitoring and evaluation, and resource management. The programme built on RedR's long-standing partnership with CARE, which has delivered PCM training in northeast Syria for three consecutive years.

RedR also delivered a customised blended Project Cycle Management and Global Health Management programme for staff from the **UK Department of Health and Social Care** (DHSC). Tailored to the realities of global health programming, the training focused on designing, managing, and evaluating international health programmes, while introducing approaches to adaptive management and programme delivery in complex environments.

RedR delivered a 33-hour Training of Trainers (ToT) programme between January and February 2026 for 13 participants, including both **RedR staff** and **external trainers**. The course strengthened facilitation, course design, coaching, and learner-centred training skills through a highly participatory approach that combined theory, practice, and structured peer feedback. By investing in local trainer capacity, RedR helped strengthen the quality and effectiveness of future learning programmes delivered across the humanitarian sector.



Proposal Writing for Resource Mobilisation (PWRM) training session, Uganda (February 2026).

[3] **Sources:** *Humanitarian Leadership Academy and Data Friendly Space, How are Humanitarians Using Artificial Intelligence in 2025?*, (2025); *Sphere, How Can Humanitarian Organisations Use AI Safely?*, (2024).

AI FOR HUMANITARIANS



Participants attending AI training in Bucharest, Romania - June 2025 (Photo Credit: Martine Van Der Does, Fordham University).

Keeping pace with emerging skills

As AI tools become increasingly accessible, humanitarian organisations are exploring how they can support analysis, communication, learning, and decision-making. However, these opportunities also bring significant ethical, operational, and governance challenges. RedR has begun investing in AI literacy to help humanitarian professionals critically assess emerging technologies, understand associated risks, and apply AI in ways that remain aligned with humanitarian principles and the commitment to "do no harm".[4]

Reflecting this growing need, RedR contributed to the design and delivery of an **AI for Humanitarians** training programmes in partnership with Sphere, World Vision Romania, and Fordham University's Institute of International Humanitarian Affairs. Delivered through a combination of two face-to-face workshops in Romania and an open online course developed in partnership with RedR Australia, the programme reached **56 humanitarian professionals**. Participants explored foundational AI concepts, ethical considerations, humanitarian use cases, machine learning, risk mitigation, and responsible AI governance through case studies, peer discussions, and practical exercises.

This initiative demonstrates RedR's commitment to ensuring humanitarian practitioners are equipped not only with the fundamentals of effective programme delivery, but also with the skills needed to navigate a rapidly changing humanitarian landscape.

[4] **Sources:** *International Committee of the Red Cross, Artificial Intelligence and Machine Learning in Armed Conflict: A Human-Centred Approach*, (2019).



Logistics Readiness for Emergency Response

Effective emergency response depends on more than technical expertise. Responders must be able to deploy rapidly, establish safe and self-sufficient operations, and work effectively within international humanitarian coordination systems. To support this capability, RedR partnered with Technical Rescue International Limited (TRI) to deliver a tailored preparedness programme for the South Korea Urban Search and Rescue (USAR) Team. The programme combined RedR's humanitarian learning expertise with TRI's specialist logistics training, culminating in a week of practical exercises at the Lincolnshire Fire and Rescue Training Centre.





Participants attending Logistics in Emergencies training, Lincolnshire Fire and Rescue Training Centre (November 2025).

Participants from the South Korean Fire Department, National Medical Center, and KOICA strengthened their understanding of humanitarian principles, coordination mechanisms, deployment logistics, and operational readiness. Across the programme, 13 participants completed the humanitarian learning component and 15 completed the in-person logistics training, which focused on the full deployment cycle from preparedness and mobilisation through to field operations and demobilisation. Through realistic scenarios and practical exercises, participants developed the skills needed to establish and manage a Base of Operations, plan logistics arrangements, and maintain operational self-sufficiency during international deployments.

It was a valuable time to deeply reflect on all aspects of logistics from preparation and mobilisation to operations and demobilisation. I believe this experience will greatly help me in developing a domestic training programme...

Participant, USAR Korea

By combining humanitarian and technical perspectives, the programme strengthened the readiness of South Korea's international response capability and helped equip responders to deploy safely and effectively during future emergencies.

Creating Resources that Strengthen the Sector Beyond the Classroom

Capacity strengthening is not limited to facilitated training. Across many of its partnerships, RedR develops practical tools, digital resources, and multilingual learning materials that enable organisations to continue learning long after a project has ended. By combining subject matter expertise with instructional design, digital learning, and localisation, RedR helps make quality learning more accessible, scalable, and sustainable across the humanitarian and development sectors.



Gender Equality in the Caribbean

In 2025/26, RedR was contracted by the Caribbean Development Bank (CDB) to strengthen the integration of gender equality and inclusion across the Basic Needs Trust Fund (BNTF), which supports community development initiatives in ten Caribbean countries. The project focused on developing practical resources and learning materials that would continue supporting practitioners beyond the life of the assignment. Working closely with CDB technical teams and Community Liaison Officers, RedR developed a suite of tools and guidance that reflected the realities of diverse Caribbean contexts and the needs of practitioners responsible for implementing community development programmes.

To support uptake of these resources, RedR also designed and delivered the online course Applying Gender Equality in Caribbean Community Development, bringing together practitioners from Gender Affairs units, Social Investment Funds, community development ministries, and BNTF implementing agencies across the region. Participants reported strong gains in knowledge and confidence. Many highlighted plans to directly apply the toolkit within project implementation, gender training, monitoring, and community engagement activities.

CLIMATE CHARTER COMMITMENT **3**

RESOURCE CREATION

Strengthening Gender Equality in Caribbean Community Development



Alongside the training programme, RedR developed a comprehensive Gender Equality Toolkit for the Caribbean Development Bank's Basic Needs Trust Fund, providing practical guidance on gender analysis, action planning, and reporting across community development projects. Designed as a resource for long-term use, the toolkit supports practitioners to integrate gender equality and inclusion throughout the project cycle and includes guidance relevant to Indigenous, Tribal, rural, and other underrepresented communities across the Caribbean.

RedR also created three complementary self-paced e-learning modules covering Gender Analysis, Gender-Based Violence Prevention and Response in Community Projects, and GBV Awareness for Contractors. Together, these resources provide CDB and BNTF partners with practical tools to support more inclusive, equitable, and gender-responsive community development programming across the region.

EXPLORE **CDB | Gender Toolkit**



Participants attending AI for Humanitarians workshop in Bucharest, Romania - June 2025 (Photo Credit: Martine Van Der Does, Fordham University).

Expanding Access through Translation and Digital Learning

RedR's work increasingly extends beyond classroom-based training, creating practical resources, digital tools, and multilingual learning materials that continue to strengthen organisations and practitioners long after direct project support has ended.

RedR also continued supporting organisations to make specialist knowledge accessible through digital learning and translation services. In partnership with the **Dr Denis Mukwege Foundation**, RedR digitalised four self-paced modules on holistic care for survivors of conflict-related sexual violence, covering survivor-centred care, trauma-informed approaches, and staff wellbeing. The modules were translated into multiple languages, including Burmese, enabling practitioners in Myanmar to access approximately four hours of specialist learning in their own language.

RedR's long-standing partnership with Plan International continued through support for the organisation's global Monitoring, Evaluation, Research and Learning (MERL) system. Building on earlier multilingual e-learning programmes that reached over 1,300 staff across 18 regional cohorts, RedR recorded updated instructional videos in French and Spanish to support rollout of the latest PMERL guidance and ensure accessibility for Plan's global workforce.



CLIMATE CHANGE

(Photo Credit: Amhad Omari)

Throughout the year, RedR supported practitioners, organisations and public institutions to better understand climate risk, strengthen preparedness, and apply practical approaches to climate adaptation and disaster risk reduction. Across this work, our focus remained on building locally led capacity: equipping people closest to climate-affected communities with the skills, confidence and tools to design responses that are relevant to their own contexts.

CLIMATE CHARTER COMMITMENT 1

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

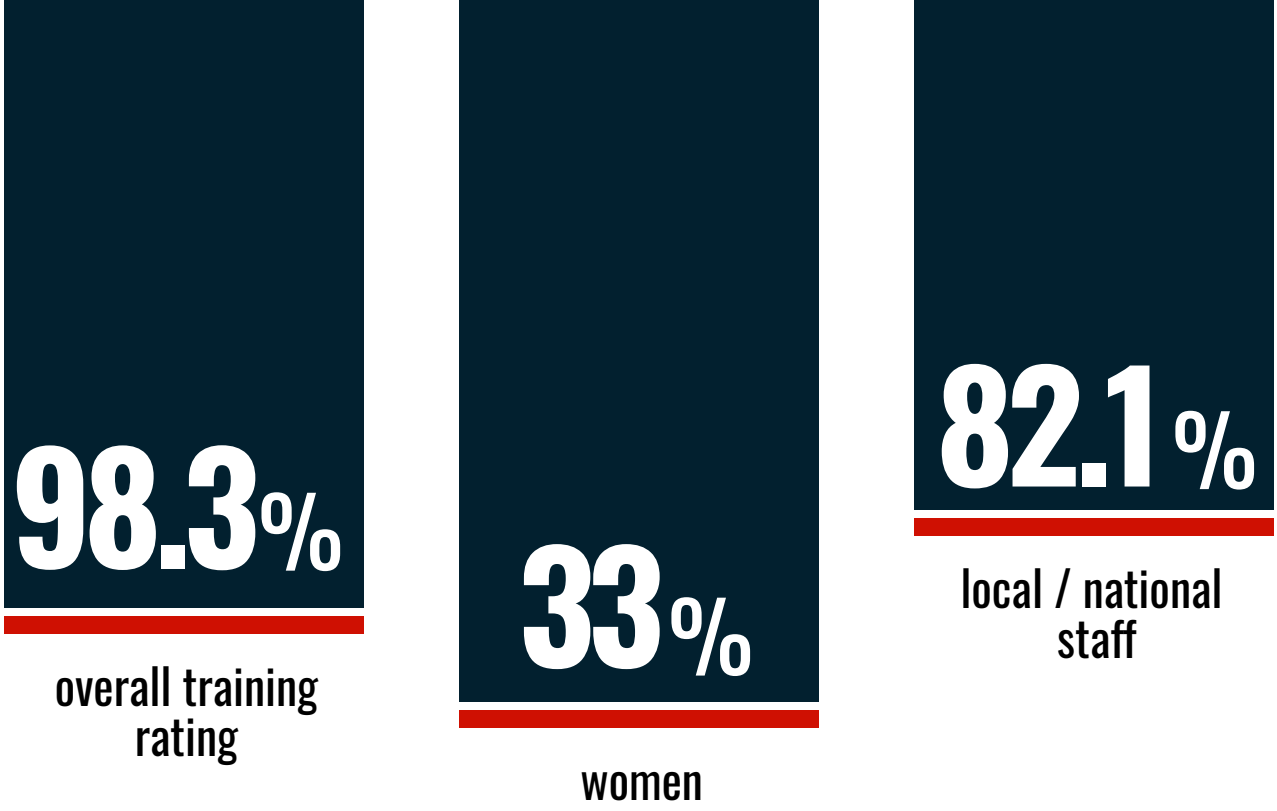
Somalia and Afghanistan are among the countries most exposed to climate-related shocks and least equipped to cope with their impacts. In Somalia, an estimated 6 million people required humanitarian assistance in 2025, while in Afghanistan approximately 23 million, nearly half the population, were projected to need humanitarian support.[5] Against this backdrop, strengthening locally led climate adaptation and disaster risk reduction remains critical in supporting communities to anticipate and recover from future shocks.

253

participants trained

Since 2024, with support from the Howden Foundation, RedR has been delivering a flagship Climate Change Adaptation and Disaster Risk Reduction (CCA DRR) programme tailored to drought-vulnerable contexts in Somalia and Afghanistan. The programme brings together practitioners from local NGOs, community-based organisations, universities, UN agencies and international organisations working across climate resilience, food security, health, water management and disaster preparedness. Through training, coaching and peer learning, participants strengthen their ability to understand climate risks, identify locally appropriate adaptation measures and integrate resilience into their work.

[5] **Sources:** *OCHA, Somalia 2025 Humanitarian Needs and Response Plan, (2024); OCHA, Afghanistan Humanitarian Needs and Response Plan 2025, (2024).*



This year, 253 participants completed CCA DRR learning pathways across Somalia and Afghanistan, including 188 participants who completed the programme's seven-week core course delivered through four cohorts. Together, these learning opportunities represented more than 250 hours of facilitated training and reflect sustained demand for practical, context-specific climate resilience skills. Alongside the core seven-week course, RedR has introduced coaching, specialist learning modules and microgrant opportunities that help participants translate learning into action.

Participants represent organisations working at the forefront of drought response, climate adaptation, health, livelihoods, education and disaster preparedness. Many have gone on to strengthen the integration of climate risk into programme design, organisational planning and community engagement activities. Others have applied climate risk assessment approaches, preparedness measures and anticipatory action concepts within their work, helping organisations better understand and respond to climate-related threats.

> **"My favourite part of the week was the hands-on DRR training sessions especially the practical exercises where we applied disaster risk concepts to real scenarios. They made ideas feel concrete, improved teamwork, and boosted my confidence in applying DRR tools in the field.**
>
> Participant, CCA DRR Afghanistan

The programme's growing emphasis on practical application is reflected in the locally led initiatives being developed for support through the programme's coaching and microgrant pathways that will begin in the programme's second year. These include community climate risk assessments, engagement with female-headed households to better understand climate-related vulnerabilities, riverbank restoration and early-warning communication activities in Somalia, and school-based tree-planting initiatives designed to reduce the impacts of extreme heat. Together, these initiatives demonstrate how climate knowledge can be translated into action that responds directly to locally identified priorities.

CLIMATE CHARTER COMMITMENT **4&6**



CCA DRR alumni, Rohulamin Amin, delivering a CCA awareness session, Afghanistan.

CASE STUDY

PMWDO Somalia – Bringing Climate Resilience into Locally Led Humanitarian Action

Puntland Minority Women Development Organization (PMWDO) is a women-founded community-based organisation working to strengthen the inclusion, protection and wellbeing of marginalised communities in Somalia, including women, people with disabilities and other groups often excluded from decision-making. Through its work across health, WASH, education and protection, PMWDO supports communities affected by recurring climate shocks, conflict and displacement.

Before participating in RedR's Climate Change Adaptation and Disaster Risk Reduction training, climate risk was recognised within PMWDO's work but was not systematically built into project assessments, proposal development or community engagement. For Grace Muema, Project Specialist at PMWDO, the training helped shift the organisation's approach from responding to crises after they occur to placing climate impacts, preparedness and adaptation at the centre of programme design.



> "It was a wake-up call… we realised that when conducting assessments, we must include climate effects so that we can properly incorporate them into our projects."
>
> *Grace Muema, Project Specialist, PMWDO*

PMWDO now applies a stronger climate change lens when designing projects, engaging donors and working with communities. This includes supporting staff to integrate climate adaptation into their day-to-day work, strengthening peer mentoring with local humanitarian partners, and involving finance and MEAL colleagues earlier in project design so that climate activities are properly budgeted, monitored and used for learning.

The training has also shaped PMWDO's engagement with communities. Communities that were previously less open to discussing alternative approaches are now reflecting on how climate conditions are changing, what local practices can be adapted, and what support is needed to strengthen resilience. This has helped create space for more practical conversations around adaptive livelihoods, water harvesting, fodder storage, kitchen gardens and resilient tree planting.

> "We are no longer just responding to crises… we are actively engaging communities in discussions on preparedness and risk reduction."
>
> *Grace Muema, Project Specialist, PMWDO*

For PMWDO, the value of the programme lies not only in stronger individual knowledge, but in how that learning is being shared across teams, partners and communities. By embedding climate adaptation into organisational practice and community dialogue, PMWDO is helping ensure that locally led humanitarian action in Somalia is better prepared for climate-related risks and more responsive to the priorities of the people most affected.

Urban Climate Resilience Masterclass for Somalia

CLIMATE CHARTER COMMITMENT **1&5**

As climate change, rapid urbanisation and displacement place increasing pressure on Somali towns and cities, strengthening the resilience of urban infrastructure and public services has become an urgent priority. In partnership with the Global Center on Adaptation (GCA), the Government of Somalia and technical partners supporting the Somalia Urban Resilience Project II (SURP-II), RedR delivered a comprehensive package of learning and development support designed to strengthen climate-resilient urban planning and service delivery. The project combined collaborative curriculum design, contextualisation of global learning resources, and the development of national trainers capable of sustaining learning beyond the life of the project.

1 Co-designing a Masterclass for Somalia's Urban Context

The first stage of the project focused on ensuring that the Urban Climate Resilience Masterclass reflected the realities of Somalia's rapidly changing urban environments. RedR convened a three-day co-design workshop in Nairobi, bringing together 36 representatives from municipal and federal government institutions, technical specialists and development partners. Through a highly participatory process, participants identified priority climate challenges, explored barriers to climate-resilient infrastructure, and contributed examples, case studies and lessons from Somali cities. The workshop helped build shared ownership of the programme while ensuring that the final curriculum was grounded in local priorities and experience.



Co-design workshop participants, Nairobi, Kenya (July 2025).

2 Adapting Global Learning for Local Relevance

Building on the workshop outcomes, RedR worked closely with Somali stakeholders and technical experts to adapt the Urban Climate Resilience Masterclass for Somalia's fragile and conflict-affected context. The resulting curriculum comprises seven modules covering climate change and urban resilience, climate risks in cities, resilient infrastructure, financing climate-resilient urban development, and inclusive approaches to resilience in fragile settings. A new module on Nature-based Solutions was also developed in response to priorities identified during the co-design process. To support long-term sustainability, RedR produced a comprehensive package of learning resources, including trainer notes, a Trainer Handbook, trainee materials and delivery guidance for future host institutions.



Training of trainers participants, Nairobi, Kenya (July 2025).

3 Developing a Cadre of National Trainers

The final stage of the project focused on transferring knowledge and ownership to Somali institutions. RedR designed and delivered a five-day Training of Trainers programme in Nairobi for 21 participants from Somali municipalities and federal institutions, including urban planners, architects, engineers and government representatives. The programme combined technical learning on urban climate resilience with practical facilitation skills, helping participants build the confidence and expertise needed to deliver the Masterclass independently. Several participants demonstrated strong readiness to facilitate future deliveries, establishing the foundations for a growing network of Somali professionals equipped to champion climate-resilient urban development.

CLIMATE CHARTER COMMITMENT **6**

Participants particularly valued the interactive learning approach, practical exercises and strong emphasis on climate adaptation, urban resilience and nature-based solutions. By combining co-design, curriculum adaptation and Training of Trainers into a single programme, the project strengthened individual knowledge and skills, and the systems, resources and local leadership needed to support longer-term climate resilience efforts in Somalia's cities.



ENGINEERING IN EMERGENCIES

(Photo Credit: Vlad Shekhovtsov)

Strengthening the Capacity of Water Utilities in Ukraine

Conflict has placed immense pressure on Ukraine's water and sanitation infrastructure. According to UNICEF, Ukraine's water and sanitation sector has sustained more than US$4.6 billion in direct war-related damage and an estimated US$12.7 billion in losses since 2022.[6] At the same time, around 10 million people lack safely managed water services across the country. In response, RedR with the support of UNICEF and KfW, and technical support from Cranfield University, strengthened the capacity and resilience of Ukraine's water utilities.

CLIMATE CHARTER COMMITMENT **1&4**

The programme combined a comprehensive scoping exercise, learning needs assessment, curriculum development, Training of Trainers, and nationwide training delivery. A desk review, quantitative survey, and 33 key informant interviews informed the design of tailored learning pathways for senior managers, engineers, and operators working across the water utilities sector. RedR worked alongside technical experts from Cranfield University to develop practical, context-specific content focused on operational resilience, water and wastewater treatment, resource management, and alignment with EU standards.

A central feature of the programme was its commitment to sustainable, locally led capacity strengthening. RedR recruited and certified seven Ukrainian trainers, who participated in both pedagogical and technical Training of Trainers programmes before adapting and contextualising the learning materials for the Ukrainian context. Through this approach, technical expertise and training capacity remain embedded within the sector beyond the life of the project.

[6] **Sources:** *UNICEF Ukraine,* *Climate Resilience and WASH Solutions: Ensuring Safe Drinking Water, and Building Resilience for Children, Young People and Communities*, (2025).

63
face-to-face training events

797
participants trained

13
host cities

Between June and October 2025, RedR delivered 63 face-to-face training events across 13 host cities across Ukraine, bringing together 797 vodokanal staff from utilities across the country. Participants included 192 senior managers, 332 engineers, and 273 operators, while 52% of participants were women. The programme received an average participant rating of 4.7 out of 5, with strong scores across all learning and facilitation indicators. Participants consistently highlighted the practical nature of the training and the opportunity to learn from peers facing similar challenges. One participant noted:

> The practical examples from real Ukrainian vodokanals were the most useful part. It was not just theory, but things we can use tomorrow.
>
> *Vodokanal Training Participant, on relevance of the training to utility operations*



Participants attending training session for Managers in Kyiv, Ukraine (August 2025).



ENGINEERS 332

Participants attending training session for Engineers in Poltava, Ukraine (July 2025).



273 OPERATORS

Participants attending training session for Operators in Kyiv, Ukraine (July 2025).

Feedback also demonstrated a strong demand for continued learning and professional exchange. Trainers reported that, for many participants, this was the first structured technical training they could recall receiving in over twenty years, while networking opportunities enabled utility staff from across the country to share challenges, solutions, and operational experiences.

> **“It was the first structured training for technical staff in 20 years that they could remember.**
>
> Ukrainian Trainer, on feedback received from participating vodokanal staff

CASE STUDY

Kramatorsk Vodokanal - Turning Learning into Energy-Efficiency Planning

For Kramatorsk Vodokanal, strengthening resilience means planning for the future while responding to the immediate pressures of war. The utility's workforce has fallen from 500 people before the war to 370, while shortages of technical specialists, limited funding and the rising cost and scarcity of treatment reagents continue to affect operations.

The RedR training provided practical learning on desalination, reagent use, energy efficiency and asset management, which are areas closely connected to the utility's operational and investment priorities. Following the training, Kramatorsk Vodokanal began developing an energy-efficiency plan for its wastewater treatment plants.

> "We are developing an energy-efficiency plan for our wastewater treatment plants and incorporating it into cooperation programmes with international organisations.
>
> *Director, Kramatorsk Vodokanal*



The utility has also reported first steps towards an asset-management plan and an enterprise development strategy. Financing expertise and organisational capacity remain constraints, and wider operational changes will depend on future modernisation. Even so, the case shows how context-specific learning can help water utilities turn technical knowledge into credible plans for investment, partnership and recovery.

> We have plans - and have taken the first steps - to implement an asset-management plan and enterprise development strategy."
>
> *Director, Kramatorsk Vodokanal*

The experience also reinforces a wider message from participants: training is most useful when it is practical, role-specific and connected to utilities already preparing for modernisation. Continued support for engineers and middle managers could help move plans from readiness towards implementation.

CLIMATE CHARTER COMMITMENT 5

Beyond direct training delivery, the programme contributed to the emergence of a Community of Practice through the Association for Water Utilities in Ukraine and has attracted interest from the Ministry for Communities, Territories and Infrastructure Development of Ukraine regarding potential accreditation of the training package. By strengthening technical and managerial capacity while investing in a cadre of national trainers, the programme is helping utilities maintain essential services today while laying foundations for longer-term recovery, resilience, and alignment with future EU standards.



Participants attending training session for Engineers in Chernihiv, Ukraine (July 2025).

WASH Road Map

CLIMATE CHARTER COMMITMENT 1

Access to safe water, sanitation, and hygiene is fundamental to health, dignity, and survival, yet humanitarian WASH responses are increasingly challenged by conflict, displacement, climate change, and growing resource constraints. Launched in 2020, the WASH Road Map brings together humanitarian agencies, donors, technical institutions, and sector networks behind a shared agenda to strengthen the quality, coordination, and effectiveness of humanitarian WASH responses worldwide. Since 2024, RedR has served as the hosting Secretariat, providing coordination, convening, governance, and technical support across the initiative's eight workstreams and network of partner organisations.

AT A GLANCE



Organisations collaborating through the Road Map network.



Global initiatives advancing coordination, quality assurance, professionalization, advocacy, and sectoral learning.



Humanitarian and development actors engaged through governance structures, learning activities, and advocacy efforts.



New signatories recruited to the Call to Action for Survival and Resilient WASH Responses.

During 2025/26, RedR's role focused on three key areas:

1.Convening – bringing together humanitarian agencies, donors, technical specialists, and sector leaders around a shared agenda for strengthening emergency WASH responses.

2.Coordination – supporting governance, strategic planning, and collaboration across eight interconnected Road Map initiatives.

3.Technical Assistance – supporting the development of sector-wide tools, quality assurance approaches, and knowledge-sharing platforms.

RedR worked alongside a Secretariat steering committee of eight key organisations to advance a range of sector-strengthening initiatives. These included development of the Global WASH Hub, a knowledge-management platform designed to improve how organisations share learning and address common challenges; development of a competency and quality assurance framework; and the production of guidance, tools, and research intended to strengthen decision-making, accountability, and coordination across the humanitarian WASH sector. Through its Secretariat role, RedR has helped create connections between organisations that might otherwise work in isolation, supporting more consistent standards, and shared learning.

CLIMATE CHARTER COMMITMENT **5&6**

The Road Map has also become a platform for collective advocacy. Through its Humanitarian WASH Advocacy and Financing workstream, partners have worked to increase visibility of the sector's funding shortfalls and build support for stronger investment in humanitarian WASH responses.

> The WASH Roadmap managed to assemble four Member States and more than 250 international and national organisations around this critical humanitarian WASH advocacy initiative, which joined the Call and supported the project. We are grateful to RedR UK to have coordinated the entire WASH Roadmap programme and strongly supported ACF in its advocacy component.
>
> *Action contre la Faim, Humanitarian WASH Advocacy and Financing workstream (Initiative 8)*

German Toilet Organization

solidarités international

french water partnership fwp pfe partenariat français pour l'eau

ACTION CONTRE LA FAIM

International Medical Corps

A selection of WASH Road Map initiative leads

Ukraine Damage Assessments

Ukraine faces a significant reconstruction challenge as conflict continues to damage homes and essential infrastructure. Reliable damage assessments are vital to supporting safe repairs and helping affected families return home. Building on RedR's earlier work supporting structural damage assessments in Ukraine, RedR partnered with the Ramboll Foundation, Engineers Without Borders Denmark, the Ukraine Shelter Cluster, and technical specialists from Arup to strengthen national capacity in damage assessment, humanitarian repairs, and regenerative rebuilding approaches. The project combined a Learning Needs Assessment, curriculum development, training delivery, and practical resource creation to support both technical and non-technical responders involved in recovery efforts.

111
participants trained

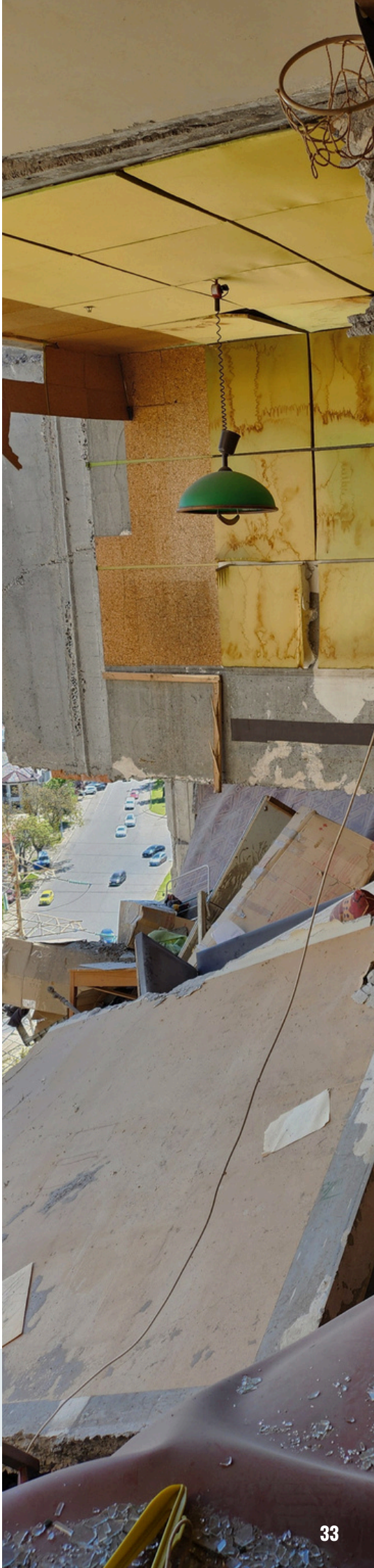
92%
overall training rating

84%
local / national staff

40%
women

RedR developed tailored learning pathways for engineers and non-technical humanitarian staff, ensuring participants could better understand damage classification, repair decision-making, documentation standards, and coordination processes. Between October 2025 and March 2026, RedR delivered eight Ukrainian-language training cohorts, reaching 111 participants despite significant operational challenges caused by insecurity, power outages, and connectivity disruptions.Participants represented national and international organisations involved in housing repair and reconstruction efforts. Across all cohorts, training quality was rated highly, with participants reporting

CLIMATE CHARTER COMMITMENT **4&5**



(Photo Credit: Vlad Shekhovtsov)

stronger confidence in applying safety thresholds, conducting assessments, documenting findings, and communicating repair recommendations within multidisciplinary teams. Participant feedback highlighted improved understanding of engineering assessment processes, more consistent application of damage classification approaches, and stronger coordination between technical and programme teams. The project reinforced a repair-first approach to reconstruction, promoting Category 1 Humanitarian Repairs[7] and regenerative rebuilding principles that prioritise repairing and reusing damaged housing wherever feasible rather than demolition and replacement.

CLIMATE CHARTER COMMITMENT **2**

RESOURCE CREATION

Supporting Consistent Humanitarian Repairs

Alongside training delivery, RedR worked with the Ukraine Shelter Cluster to develop a practical field tool for humanitarian repairs. Designed to help practitioners assess damage and identify appropriate repair options, the tool promotes more consistent and effective decision-making across housing repair programmes.

Evidence gathered through participant feedback, interviews, and engagement with sector stakeholders identified persistent challenges in applying damage classifications and repair ecisions consistently across organisations. In response, RedR proposed and developed the field tool as a practical resource to support frontline practitioners undertaking assessments and repairs. Developed under the project and endorsed by the Shelter Cluster, the tool has now been published for wider use across the humanitarian response, helping promote greater consistency, safety, and coordination in housing repair programmes throughout Ukraine.



Shelter Cluster | Field Tool

EXPLORE

[7] *Category 1 repairs are defined as light and medium repairs that address non-structural damage only, aimed at restoring minimum habitability of war-damaged buildings.*

CELEBRATING 45 YEARS OF REDR

In May 2025, RedR welcomed its President, Her Royal Highness The Princess Royal, to its Annual Reception, kindly hosted by Arup, to mark 45 years of strengthening the capacity of disaster responders worldwide. Bringing together staff, partners, supporters, Members and Associate Trainers from across the humanitarian and engineering sectors, the event also marked the launch of RedR's 2025-2027 Strategy. Her Royal Highness reaffirmed her long-standing support for RedR and highlighted the importance of equipping local responders with the skills and confidence to lead preparedness and recovery efforts in their own communities.

The event took place against a backdrop of growing humanitarian need, increasing climate-related crises, and significant pressure on global humanitarian funding. Speakers highlighted the continued relevance of RedR's mission to strengthen the capacity of individuals and organisations closest to crises, ensuring that knowledge, skills and decision-making remain rooted in local contexts. The launch of the new strategy reaffirmed RedR's commitment to localisation, climate resilience, technical excellence and sector-wide learning as key drivers of more effective humanitarian action.

The reception also provided an opportunity to recognise the many individuals, organisations, technical specialists, donors and partners who have contributed to RedR's work over the past 45 years. The evening celebrated those relationships while reaffirming a shared commitment to strengthening humanitarian action through learning, partnership and locally led approaches.



(Photo Credit: Paul Carstairs)

FUNDING AND STRATEGIC PARTNERSHIPS



New Civil Engineer Awards (July 2026)

Individual and Community Fundraising

In 2025/26, support from individual donors, community fundraisers and event participants continued to provide RedR with vital flexible income at a time when humanitarian needs remained high and funding across the sector was under pressure. Together, our individual supporters raised £102,437 through personal giving, helping RedR sustain its work with responders and organisations facing increasingly complex crises.

Community fundraising and events remained an important part of this support. The 2025 TCS London Marathon was once again a highlight of the year, with all five RedR charity places filled and runners exceeding their collective fundraising target, raising £14,547, with an additional £2,478 received through Gift Aid. Through the TCS Gold Bond Scheme, RedR holds four charity places per year from 2026 to 2029, providing a continued opportunity for supporters to take on a personal challenge while raising awareness and flexible funds for RedR's work.

Legacy giving also formed part of RedR's unrestricted fundraising this year, contributing £44,810 in legacy donations. Gifts left in Wills give RedR the ability to plan ahead, respond where needs are greatest, and invest in the people and systems that make effective humanitarian action possible. RedR understands that family and loved ones come first; once they have been provided for, a legacy gift can help sustain practical training, technical expertise and locally led response for future crises.

This support is especially important because unrestricted donations allow RedR to remain responsive, sustain core capacity and continue investing in learning, technical assistance and partnerships even when institutional funding is uncertain. Every gift, whether a regular donation, appeal response, event sponsorship or legacy pledge, helps ensure that people responding to crises have access to the skills, tools and support they need.



Private Sector Partners, Trusts, and Foundations

RedR's relationships with private sector partners, trusts, and foundations continue to be rooted in shared purpose, technical excellence, and our long-standing engineering heritage. In 2025/26, this support helped us connect specialist expertise with locally grounded humanitarian programming, expanding access to practical, context-specific learning in settings where effective response depends on both technical quality and local relevance. Through these partnerships, we were able to sustain vital work while equipping responders with the knowledge and tools needed to act safely and effectively during crises.

CLIMATE CHARTER COMMITMENT **5**

Our origins remain central to this work. RedR was founded in 1980 by civil engineer Peter Guthrie following an Institute of Civil Engineers (ICE) symposium, and that connection to the engineering profession continues to shape our identity and approach. Today, we remain closely connected to the sector through active engagement with networks including ICE and the Institution of Structural Engineers (IStructE), as well as relationships with leading firms such as ARUP, Ramboll, GHD, and WSP.

These partnerships contribute in different but complementary ways. Technical partners bring specialist knowledge, strategic insight, and a shared commitment to practical social impact, while flexible support helps RedR sustain core capacity, invest in long-term resilience, and respond to emerging opportunities. In 2025/26, support from the Howden Foundation continued to strengthen and develop our Climate Change Adaptation and Disaster Risk Reduction work, while the Ramboll Foundation supported RedR's damage assessment training in Ukraine. We are also grateful for the continued support of key trusts and foundations including AXA XL, the Clothworkers Foundation, the Howden Foundation, and the JTI Foundation. Their multi-year investment and flexible support enable RedR to expand our learning portfolio, deepen the technical breadth of our training, and reach practitioners working in complex humanitarian contexts around the world.

45 YEARS WORKING WITH THE WORLD'S LEADING AGENCIES





















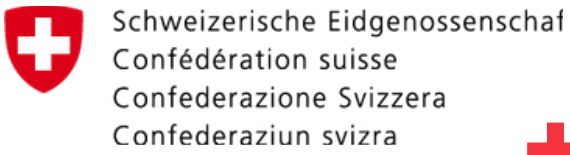






























PEOPLE

AI training in Bucharest, Romania - June 2025 (Photo Credit: Mariana Arnautu, World Vision).

RedR's work is made possible by the combined expertise and commitment of our staff, Associate Trainers, Members and volunteers, technical partners and wider professional community. Together, this network enables RedR to deliver high-quality capacity strengthening across diverse humanitarian contexts, while ensuring our work remains practical, technically robust and grounded in the realities of the people and organisations we support.

Core Team

RedR's programmes and services are coordinated by a small core team whose role is to provide strategic direction, maintain quality, support delivery and connect the many people who contribute to our work.

We continue to invest in staff development so that the team has the skills, confidence and support needed to deliver RedR's strategy. Through our competency framework, internal learning and cross-team collaboration, we aim to foster a working culture that values professionalism, adaptability and continuous improvement. During the year, staff took part in structured internal learning across areas including cyber security, safeguarding, project management, quality assurance, humanitarian AI, monitoring and evaluation, and Training of Trainers. This investment in staff learning supports both organisational resilience and the quality of RedR's external delivery.

Average tenure of RedR's internal staff team as of 31 March 2026 was 3.10 years, representing an increase from 1.79 years at the end of FY 2024/25. The organisation's gender composition stood at 77% female and 23% male, with the team collectively representing a range of professional disciplines, nationalities and experiences.

Associates

RedR's Associates are central to the quality and reach of our work. This diverse network includes trainers, coaches, subject matter experts (SMEs) and other technical specialists who contribute to the design and delivery of RedR's programmes and services. They bring both subject-matter expertise and practical field experience across humanitarian, development and peacebuilding settings, enabling RedR to deliver learning and advisory that is technically sound, participatory and relevant to the contexts in which participants work.

Our pool of more than 200 Associates includes specialists in climate adaptation, security management, leadership, project management, data analysis, humanitarian engineering and structural damage assessment. This pool includes experts supporting coaching, mentoring and technical advisory services. Associates are recruited according to their area of expertise and the needs of each assignment. Those delivering learning programmes are selected, onboarded and assessed against RedR's Humanitarian Training Competency Framework, ensuring that participants benefit from both technical expertise and strong adult learning practice. In FY2025-26, we worked with 45 of our Associates alongside volunteers who have generously offered their time pro bono in support of RedR's work.

CLIMATE CHARTER COMMITMENT **5**

RedR's approach to Associate recruitment reflects our commitment to locally led action. We continue to work with trainers based in the regions and countries where programmes are delivered, strengthening the contextual relevance of our learning and supporting knowledge exchange that is rooted in local experience. Our Associates live in 50 countries and represent more than 40 nationalities. More than three quarters speak at least two languages, with 30 languages spoken across the pool overall. This diversity helps RedR design and deliver programmes that are accessible, inclusive and grounded in the realities of the people and organisations we support.

In 2025/26, RedR also invested directly in trainer and facilitator capacity through a six-week Training of Trainers programme, bringing together RedR staff and Associates involved in learning delivery from several countries to strengthen skills in adult learning, learning needs assessment, instructional design, facilitation, practice delivery and learning evaluation. This supports RedR's wider commitment to quality learning and deepening facilitator capacity across the regions where we work.

This networked Associate model enables RedR to draw on a broad range of expertise and experience, ensuring that we can respond flexibly to the evolving needs of humanitarian and development organisations worldwide.

Membership

RedR's Members remain an important part of our wider community. They bring professional knowledge, technical insight and long-standing commitment to RedR's mission, helping to strengthen the link between our history, our engineering roots and our current humanitarian work.

Membership also provides an important connection between RedR's professional community and the organisation's governance. Through the Members' Council and wider engagement with RedR's work, Members help represent the views and experience of the broader membership, contribute to organisational reflection and support RedR as it continues to evolve. Their involvement helps ensure that RedR remains connected to the people and professional networks that have shaped the organisation since its founding.

During the year, Members' Council representatives also helped shape and promote the RedR Talks programme, which brings together members and sector professionals to share learning and discuss emerging humanitarian challenges. Topics explored included energy access in displacement settings, humanitarian finance, climate resilience and the transition from emergency response to longer-term recovery and development.

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)**
- **Paul Sherlock**
- **Robert Hodgson**
- **Tuesday Gichuki**
- **Martin Ager**
- **Annet Nsiimire**
- **Angela Khudonazarova (Deputy Chair of Members' Council and Trustee)**
- **Rianne ten Veen**
- **Mohammed Ashraful**



RedR Annual General Meeting (January, 2026)



ENVIRONMENTAL COMMITMENTS

(Photo Credit: Vlad Shekhovtsov)

The climate and environmental crisis continues to shape the contexts in which RedR and our partners work. For RedR, climate change is both a driver of humanitarian need and a core area of programming. Across our work, we help humanitarian practitioners and organisations understand climate and environmental risks, strengthen preparedness, and apply practical approaches that support safer, more resilient communities.

RedR is a signatory to the Climate and Environment Charter for Humanitarian Organisations, hosted by the IFRC and now joined by more than 400 humanitarian organisations. The Charter provides an important framework for collective action across the sector and supports our commitment to reducing environmental harm while strengthening climate-informed humanitarian practice. Its seven commitments are:

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.

Examples throughout this report show how RedR is contributing to these commitments in practice, from climate adaptation and disaster risk reduction training to locally led resilience initiatives, technical support for safer infrastructure, and learning resources that help practitioners integrate environmental considerations into their work. We also continue to consider our own organisational footprint. RedR is generously hosted by Arup, whose office facilities support our efforts to monitor and reduce our operational impact. Across our activities, we seek to embed sustainability, avoid exacerbating conflict or harm, and ensure that the unequal impacts of climate change on marginalised communities are addressed through inclusive and context-sensitive approaches.

Security and Risk Management

The safety and wellbeing of RedR personnel remains a primary organisational concern. This is set against a backdrop of escalating risks for humanitarian workers worldwide. The Aid Worker Security Database reported 383 aid worker fatalities in violent incidents during 2024, making it another record-setting year, while the first half of 2025 saw the surge in violence continue.[8]

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.

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.

[8] **Source**: *Aid Worker Security Database, Defenceless: Aid worker security amid the humanitarian funding collapse, (2025).*

Structure, Governance, and Management

RedR UK is a company limited by guarantee and is governed by its Memorandum and Articles of Association. It is registered as a charity with the Charity Commission. In the event that the charity is wound up, Members guarantee to contribute an amount not exceeding £1 to the assets of the charity.

RedR UK is part of the wider RedR International network. The organisation has two nominees on the General Assembly of RedR International and one representative on the Board of RedR USA. This structure supports collaboration across the RedR network while ensuring that RedR UK remains governed in line with its own charitable objectives, legal responsibilities and UK regulatory requirements.

The Board of Trustees holds overall responsibility for RedR's governance, strategic direction and oversight. Trustees ensure that the organisation operates in line with its charitable purpose, complies with statutory and regulatory requirements, and manages its resources responsibly. The Board meets at least quarterly and provides oversight of organisational strategy, financial performance, risk management, policy approval and overall organisational effectiveness.

Day-to-day management is delegated to the Chief Executive Officer, who is responsible for operational delivery and implementation of the organisation's strategy. Trustees serve in a voluntary capacity and receive no remuneration for their role. New Trustees receive an induction on appointment, and RedR maintains appropriate Trustee Liability insurance to indemnify Trustees and the directors of its subsidiary, RedR UK Trading Limited, in relation to proceedings arising from their role.

The Board is supported by committees which provide more detailed oversight in key areas of organisational governance. These include the Governance Committee, and Finance, Audit, and Risk Committee.



(Photo Credit: Paul Carstairs)

Trustees

RedR is governed by its Trustees, collectively known as RedR's Board, who are also the organisation's directors under company law. The Board is accountable to RedR's donors and supporters, to its Members, to RedR International, and to the organisation itself. Trustees are ultimately responsible for the success and sustainability of the charity, including setting its strategic direction, exercising oversight of its activities and ensuring that legal and regulatory obligations are met.

Trustees, including the Chair, are appointed through an open process which may include advertising in specialist publications or on specialist websites, followed by a rigorous interview process. Trustees serve on a voluntary basis for a term of three years, renewable up to a maximum of nine years.

The Chief Executive Officer, Board Chair and each Trustee are subject to an annual appraisal. In addition, the Board reviews its own performance in governing the organisation every three years. This review considers the skills, representation, contribution and attendance of Trustees, as well as the effectiveness of the Board and its committees. In 2025/26, the Board held 6 meetings.

During the year, RedR welcomed four new Trustees to the Board: Charlotte Lindsey, Colum Wilson OBE, Gerard Gallagher and Maria Lombardo. Following the year end, Angela Khudonazarova was appointed as a Trustee in April 2026. Collectively, they bring extensive senior experience across humanitarian leadership, crisis response, civil engineering, digital transformation, communications, public policy, climate resilience, sustainable finance, infrastructure, governance and international partnerships. Their appointment strengthens the Board's breadth of expertise at a time when RedR is responding to increasingly complex humanitarian needs, climate-related risks and opportunities to support locally led, technically informed humanitarian action.

During the year, two Trustees stepped down from the Board: Jack Jones and Samwel Cheruiyot. In May 2026, another Trustee stepped down from the Board: Elizabeth Brown. RedR thanks them for their dedicated service, thoughtful leadership and valuable contribution to the organisation's governance and strategic development. Their commitment has helped support RedR's work during an important period of organisational change and continued humanitarian need.

SOHPIE GILLIBERT	CHAIR (2020 -)
HEATHER MCKINLAY	VICE CHAIR TREASURER (2020 -)
SALLY SUDWORTH	COMPANY SECRETARY (2022 -)
ROBERT BUCKLEY	(2022 -)
RICHARD BARTLETT	(2022 -)
CHARLOTTE LINDSEY	(2026 -)
COLUM WILSON OBE	(2026 -)
GERARD GALLAGHER	(2026 -)
MARIA LOMBARDO	(2026 -)
ANGELA KHUDONAZAROVA	(2026 -)
JACK JONES	(2019 - 2026)
SAMWEL CHERUIYOT	(2023 - 2026)
ELIZABETH BROWN	(2022 - 2026)

RESERVES POLICY

Prudent management of RedR's financial and other assets is essential to safeguarding the organisation's ability to deliver its charitable objectives. In line with Sections 50 to 55 of the Articles of Association, RedR maintains reserves to support operational continuity, respond to unforeseen costs and manage fluctuations in income.

The Trustees have set, and continue to work towards, a target of maintaining unrestricted reserves equivalent to 6 months of operating expenditure. This approach is intended to balance financial resilience with the responsible use of funds for charitable activity. It recognises the need to ensure RedR can continue supporting humanitarian capacity strengthening while remaining able to respond to uncertainty in the wider funding environment.

As of 31 March 2026, RedR's total reserves were £154,214, comprising (£2,188) of restricted funds and £156,402 of unrestricted funds. The Trustees will continue to monitor reserves closely and review the policy in light of organisational needs, income projections and the external funding context.

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 2025 to 31 March 2026. 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

INCOME	2026 (£)	2025 (£)
Charitable Activities	1,225,789	1,958,488
Individual Giving	147,247	101,899
Patrons and Corporate Supporters	142,075	67,664
Events	38,323	40,357
Other		360
Investment	2,722	1,849
TOTAL INCOME	**1,556,156**	**2,170,617**

EXPENDITURE	2026 (£)	2025 (£)
Charitable Activities	1,143,945	1,707,147
Fundraising	66,057	197,387
Administrative Costs	213,129	291,355
TOTAL EXPENDITURE	**1,423,131**	**2,195,889**
Net gains on investments	70	211
NET ACTIVITY	**133,095**	**(25,061)**

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



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Registered Charity No 1079752
Company No 3929653

redr uk

people and skills for disaster relief