

## IN SUPPORT OF THE BRUNEI DARUSSALAM RED CRESCENT SOCIETY



**4**  
National Society  
branches



**4**  
National Society  
local units



**1**  
National Society  
staff



**1,780**  
National Society  
volunteers

### PEOPLE REACHED

Climate and  
environment



**1,000**

Disasters  
and crises



**1,000**

Health and  
wellbeing



**1,000**

Values, power  
and inclusion



**1,000**

*Figures reflect reach up to June 2025*

### FINANCIAL OVERVIEW

*in Swiss francs (CHF)*

Brunei Darussalam Red Crescent Society			
<b>Overview</b>		<b>Funding Sources</b>	
Funding	Not reported	IFRC Secretariat	Not reported
Expenditure	Not reported	Participating National Societies	Not reported
		HNS other funding sources	Not reported
IFRC network			
Country	Funding Requirement		1M
IFRC Secretariat	Longer-term	Funding Requirement	25,000
		Funding	Not reported
		Expenditure	Not reported
HNS other funding sources	Funding Requirement		960,000
		Funding	Not reported

Appeal number **MAABN001**

\*Information on data scope and limitations is available on the back page

## STRATEGIC PRIORITIES

Migration and displacement

National Society has undertaken any advocacy, dialogues, educational or communication initiatives to change the legal, policy, or operational environment to better assist and protect people on the move

Yes

## IFRC NETWORK BILATERAL-SUPPORTED ACTIVITIES

National Society	Funding Reported	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions
Indonesian Red Cross Society			●	●			●
Singapore Red Cross Society				●			

# Q1. OVERALL PERFORMANCE

## Context

Brunei Darussalam is located on the northwestern coast of the island of Borneo, neighbouring East Malaysia and the Kalimantan provinces of Indonesia. As of the year 2021, Brunei Darussalam's population was approximately 440,715 individuals, making it the country with the lowest population in Southeast Asia. The fertility rate within Brunei Darussalam has been steadily declining over the last few decades. Between 2001 and 2011, the fertility rate was recorded at 1.7 per cent, which further decreased to 1.1 per cent in the year 2021. This declining trend suggests a potential shift in family planning and demographic dynamics within Brunei Darussalam. Brunei Darussalam's population is characterized by a gender distribution of 52.7 per cent men, comprising approximately 232,194 individuals, and 47.3 per cent women, accounting for an estimated population of 208,521 individuals.

Brunei Darussalam spans over 5,765 square kilometres and is divided into four districts, namely Brunei Muara, Belait, Tutong and Temburong. Brunei Muara is the most populous, with approximately 72 per cent of the nation's population residing within its boundaries. Despite being characterized as a small country, Brunei Darussalam is classified as a high-income country with GNI per capita of USD 31,410 in 2022, the second highest in the ASEAN. The country's economy primarily relies on the oil and gas sectors, which accounts for nearly 90 per cent of its export revenue. As of 2022, Brunei reported an unemployment rate of 5.2 per cent, which marked an increase from the 4.9 per cent recorded in 2021.

Brunei Darussalam operates as an absolute monarchy, where executive authority is concentrated in the Sultan, who holds full political control. The legal system in the country is based on the English common law and Islamic law.

Brunei's commitment to continue prosperity and stable macroeconomic growth is underscored by Wawasan 2035, the government's national vision. Wawasan 2035 provides for the promotion of investments both in downstream industries and economic clusters beyond the oil and gas industry.

## Key achievements

### Climate and environment

While no major climate-related actions were undertaken in early 2025, the National Society initiated dialogue with the Indonesian Red Cross on future collaboration.

### Disasters and crises

During the reporting period, the Brunei Darussalam Red Crescent Society advanced disaster preparedness by strengthening leadership at grassroots level, preparing an MoU with the National Disaster Management Centre to formalize cooperation and engaging in regional peer exchange with the Indonesian Red Cross. It enhanced leadership and readiness by conducting a National Level District Leaders Leadership Training Workshop in June 2025. Participation in the Asia Pacific Surge Meeting in Jakarta in August 2025 further strengthened understanding of regional surge mechanisms and coordination.

### Health and wellbeing

The Brunei Darussalam Red Crescent Society strengthened national First Aid and community health programming through the Brunei Darussalam Red Crescent Society First Aid Academy, which delivered government-endorsed and certified training to private companies, universities, and schools. In 2025, the National Society expanded outreach through community-level first aid education in Temburong District to ensure at least one trained First Aider per household. The Academy advanced standards through the Annual Approved Training Provider meeting, aligning accreditation with international certification and updating Terms of Reference. The National Society integrated Psychological First Aid (PFA) into its programmes, offering multiple certified courses and training government officers, while promoting mental health through workshops and a national colloquium. New initiatives included the launch of 'First Aider on Wheels' to improve rapid public access to first aid and BRC Care to strengthen community support, alongside expanded mental health and psychosocial support programming in collaboration with the Ministry of Education. The National Society also conducted public awareness activities, such

as CPR and AED webinars, supported communities through social services including Ramadan food distribution, and engaged in regional pandemic preparedness through participation in the Centre of Excellence for Pandemic Preparedness dialogue in Singapore.

### **Migration and displacement**

In 2025, no migration or displacement-related activities were undertaken, with potential engagement dependent on evolving national and regional contexts.

### **Values, power and inclusion**

In 2025, the Brunei Darussalam Red Crescent Society strengthened youth engagement by promoting voluntary service and integrating Protection, Gender and Inclusion (PGI) principles alongside Community Engagement and Accountability (CEA) into youth-led activities to ensure inclusivity, trust, and responsiveness to community needs. The National Society mobilised youth and volunteers through food donation campaigns, distributing essential supplies to low-income households across all four districts during National Day and Ramadan, while enhancing visibility and supporting vulnerable groups. Youth volunteers actively contributed to outreach, humanitarian programmes, and community awareness initiatives, reinforcing values of compassion, service, and solidarity. The National Society also reinforced youth and volunteer engagement, including a community engagement visit to International School Brunei, to promote humanitarian values, first aid awareness, and volunteerism among students.

### **Enabling local actors**

The Brunei Darussalam Red Crescent Society strengthened external partnerships, governance, and institutional capacity in 2025. The National Society maintained active engagement with government authorities and humanitarian partners, formalised cooperation with four government-linked companies, and progressed a Memorandum of Understanding with the National Disaster Management Centre to strengthen disaster management and support national disaster legislation. Engagement with ministries advanced support for statutory contributions, while international partnerships, including a working visit from The Gaze Destek Organisation, expanded collaboration opportunities. Institutional strengthening included leadership training, development of the Strategic Plan 2026–2030, governance reviews, and preparation for audits, alongside the Annual General Meeting to enhance coordination and accountability. The National Society prioritised core areas such as Psychological First Aid, disability and elderly support, and disaster management, while exploring income-generating activities. Humanitarian diplomacy and visibility increased through national and international engagements, including participation in IFRC forums and regional events. Financial accountability improved through completed audits, with plans to strengthen financial procedures in 2026, while efforts to promote integrity, fraud prevention, and protection from sexual exploitation and abuse further reinforced organisational accountability and credibility.

## **Q2. CHANGES AND AMENDMENTS**

In 2025, the Brunei Darussalam Red Crescent Society entered a transitional phase marked by foundational reforms aimed at strengthening governance, visibility and operational capacity. Following the appointment of a new President and Governing Board at the end of 2024, the Brunei Darussalam Red Crescent Society initiated several key actions to realign its strategic direction with its actual institutional capabilities.

The experience of the year revealed that the broad ambitions outlined in Brunei Darussalam's Unified Planning 2025 were difficult to implement due to limited organizational capacity. This prompted a shift toward more focused and realistic planning, prioritizing areas where the Brunei Darussalam Red Crescent Society has existing strengths rather than dispersing resources across multiple sectors. The need for a solid institutional foundation became evident, reinforcing the importance of aligning strategic goals with operational readiness.

Leadership transitions over the past two years have also impacted continuity, requiring time for adjustment and occasionally diverting attention from initial plans. Additionally, government support remains modest, largely because the National Society has yet to establish a clearly defined strategic portfolio and core business areas that would serve as a basis for formal recognition and sustained collaboration.

These insights have led to a recalibration of the Unified Plan's implementation, with greater emphasis now placed on building internal capacity, clarifying the Brunei Darussalam Red Crescent Society's auxiliary role, and developing a strategic framework that is both feasible and impactful.

## Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

### STRATEGIC PRIORITIES



#### Climate and environment

##### Progress by the National Society against objectives

In 2025, the Brunei Darussalam Red Crescent Society did not undertake significant activities directly related to climate and environmental issues. However, during a preliminary visit to the Indonesian Red Cross (PMI) in January 2025, the Brunei Darussalam Red Crescent Society leadership explored potential areas for future collaboration, including disaster preparedness, volunteer mobilization and youth engagement fields where climate resilience is becoming increasingly important.

##### IFRC network joint support

The IFRC supports the Brunei Darussalam Red Crescent Society in developing a Memorandum of Understanding with the National Disaster Management Centre and other relevant government and non-government agencies and assist it in drafting the climate change adaption and resilience strategy in alignment with the country's strategy. It will also support the National Society through training, coaching, mentoring and peer-to-peer support focused on climate change.



#### Disasters and crises

For more information on emergencies, please visit the IFRC Go page [Brunei Darussalam](#).

##### Progress by the National Society against objectives

The Brunei Darussalam Red Crescent Society is currently working on a Memorandum of Understanding with the National Disaster Management Centre. This agreement will formalize collaboration in disaster management and support joint efforts in developing a national disaster law.

To enhance its preparedness capacity, the Brunei Darussalam Red Crescent Society organized the National Level District Leaders Leadership Training Workshop from 20–22 June 2025 at the Brunei Darussalam Red Crescent Society Knowledge Hub. The event brought together grassroots leaders and platoon commanders to strengthen leadership, coordination and readiness for disaster response and broader humanitarian efforts.

Disaster management was also a central theme during the National Society's introductory visit to the Indonesian Red Cross in January 2025. Discussions focused on future cooperation in preparedness, volunteer recruitment and deployment strategies. These engagements reflect the Brunei Darussalam Red Crescent Society's commitment to reinforcing its disaster management role both nationally and through peer-to-peer collaboration within the Movement.

In August 2025, the Brunei Darussalam Red Crescent Society's Secretary General participated in the Asia Pacific Surge Meeting held in Jakarta, Indonesia. The meeting brought together representatives from National Societies and IFRC across the Asia Pacific region to discuss surge capacity mechanisms and coordination during emergency response operations. The National Society's participation provided an opportunity to strengthen its understanding of regional surge systems and explore future engagement in Movement response mechanisms.

While still at an early stage, these efforts reflect a gradual strengthening of the National Society's role in disaster preparedness and its potential to contribute to national and regional response mechanisms in the future.

### **IFRC network joint support**

The IFRC supported the Brunei Darussalam Red Crescent Society with capacitating its staff and volunteers through training initiatives, coaching, mentoring and peer-to-peer support. It also assisted in improving emergency response preparedness and the operations of its emergency operation centre.



## **Health and wellbeing**

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### **Progress by the National Society against objectives**

The Brunei Darussalam Red Crescent Society continues to strengthen its national First Aid programming through the well-established Brunei Darussalam Red Crescent Society First Aid Academy. With government-endorsed and certified training, the Academy has successfully delivered commercial First Aid courses to private companies, universities and schools. In 2025, the Brunei Darussalam Red Crescent Society expanded its outreach by launching community-level First Aid education in the Temburong District, aiming to ensure that every household has at least one trained First Aider.

In February 2025, the Academy convened its Annual Approved Training Provider (ATP SHENA) meeting to discuss the advancement of first aid education in Brunei Darussalam. The session also addressed the integration of the national accreditation process with international certification standards. Following the meeting, the Academy issued a directive for all Approved Training Providers to update their Terms of Reference (ToR), with a focus on accreditation and certification procedures.

In parallel, the Brunei Darussalam Red Crescent Society Academy is working to standardize Psychological First Aid (PFA) training for the public. The PFA curriculum is being incorporated into the broader first aid programme to better address community needs. The Academy now offers various PFA courses and certifications, including general PFA, child-focused PFA, mental health awareness and workplace mental health. In February 2025, 10 senior officers and counsellors from the Department of Public Service under the Prime Minister's Office completed the PFA Certification Course at the Brunei Darussalam Red Crescent Society Knowledge Hub.

In March 2025, the Academy hosted a mental health education colloquium titled 'An Insight into the Psychological First Aid Course Certification', specifically for Accredited First Aid Programme Training Providers. The event welcomed 10 participants from five companies.

In the second half of 2025, the Brunei Darussalam Red Crescent Society further strengthened its commitment to community resilience and public well-being through the continued expansion of its first aid programming. A key milestone was the launch of National Society's 'First Aider on Wheels' in November 2025, an innovative value-added service designed to enhance rapid access to first aid support across public spaces. The initiative responds to the growing need for visible, mobile, and community-based first aid services, particularly in high-traffic and event settings. The launch ceremony, officiated by the Guest of Honour, the Minister of Home Affairs Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman, underscored national-level recognition of National Society's role as a trusted humanitarian partner.

The National Society launched BRC Care, a humanitarian service initiative focused on community support and assistance, placing humanity at the heart of caregiving and reinforcing the principle that everyone deserves care and compassion. Complementing this effort, the Brunei Darussalam Red Crescent Society also expanded its focus on mental health and psychosocial support (MHPSS). In September 2025, the National Society conducted a Psychosocial First Aid Course Programme in collaboration with the Ministry of Education, targeting educators and school communities. The programme not only strengthened the capacity of school personnel to provide early psychosocial support, but also integrated certification aligned with the Ministry of Education's curriculum standards. This collaboration signifies an important institutional step in embedding psychosocial preparedness within the national education system, reinforcing early intervention mechanisms and promoting safer, more resilient learning environments.

The Brunei Darussalam Red Crescent Society has also led national awareness initiatives, including a public webinar on Cardiopulmonary Resuscitation and Automated External Defibrillators in April 2025.

Beyond first aid, the National Society continues to support communities through social services, such as food distribution during the holy month of Ramadhan 2025.

To enhance regional pandemic preparedness, the Brunei Darussalam Red Crescent Society participated in the Centre of Excellence for Pandemic Preparedness (CoEPP) Friends Dialogue held in Singapore from 20–22 May 2025. The forum brought together National Societies from across Southeast Asia to support their respective governments' preparedness efforts. Now in its fifth year, the CoEPP serves as a regional hub for learning, coordination and strategic partnerships focused on future pandemic readiness.

### IFRC network joint support

The IFRC supported the National Society in enhancement of the efficiency and effectiveness of its first aid initiatives, including refining its business processes. The IFRC also provided technical support through the IFRC mental health and psychosocial support (MHPSS) Reference Centre. It also provided technical expertise and guidance to enhance the National Society's First Aid programme through the [IFRC Global First Aid Reference Centre](#) and build capacity for its staff in MHPSS.

The **Singapore Red Cross Society** supported the Brunei Darussalam Red Crescent Society with the First Aid Reference Centre. The Centre of Excellence for Pandemic Preparedness (CoEPP) Friends Dialogue forum was hosted by the Singapore Red Cross Society.



*Brunei Darussalam Red Crescent Society Governing Board with IFRC during its Annual General Meeting (AGM) to discuss progress of 2025 activities and priorities for 2026. (Photo: Brunei Darussalam Red Crescent Society)*



## Migration and displacement

### Progress by the National Society against objectives

During the reporting period, the Brunei Darussalam Red Crescent Society was not actively involved in migration or displacement response efforts. Advancements in this area are expected to depend on evolving circumstances within the country and the broader region.



## Values, power and inclusion

### Progress by the National Society against objectives

In 2025, the Brunei Darussalam Red Crescent Society demonstrated a strong commitment to advancing youth initiatives rooted in a culture of voluntary service. The National Society actively worked to integrate protection, gender and inclusion (PGI) principles alongside Community Engagement and Accountability (CEA) approaches. These efforts aim to ensure that youth-led activities are responsive to community needs and aspirations, fostering an environment of inclusivity, trust and safety.

Through food donation campaigns, the Brunei Darussalam Red Crescent Society mobilized volunteers and local communities to support low-income households in celebration of Brunei Darussalam National Day and the holy month of Ramadhan. Through the National Society's Humanitarian Volunteers Team, food baskets containing staple items such as rice, flour, cooking oil, instant noodles, eggs, biscuits, and other essential food supplies were distributed to selected underprivileged families across all four districts of Brunei Darussalam. While primarily humanitarian in nature, these efforts also enhanced the National Society's visibility and demonstrated its inclusive approach to assisting vulnerable populations.

Youth and volunteers remain at the heart of the Brunei Darussalam Red Crescent Society, playing a vital role in advancing humanitarian action and strengthening community engagement. Throughout 2025, youth volunteers actively participated in outreach activities, humanitarian programmes, and community awareness initiatives aimed at promoting the values of compassion, service, and solidarity. The Brunei Darussalam Red Crescent Society also strengthened youth engagement through partnerships with educational institutions. A notable initiative was the community engagement visit to International School Brunei, aimed at promoting Red Crescent humanitarian values and raising awareness on first aid and volunteerism among students.

### IFRC network joint support

The IFRC provided technical support to the National Society for development of protection, gender and inclusion (PGI) and Community Engagement and Accountability (CEA) policies. It will also assist the National Society to secure funding for the institutionalization of CEA, mainstreaming CEA into policies and guidelines and integrating CEA principles into future Strategic Plans.

## ENABLING LOCAL ACTORS



## Strategic and operational coordination

### IFRC membership coordination

IFRC membership coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing on common priorities; jointly developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources;

clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need incorporate clarity of humanitarian action, links with development assistance, and efforts to reinforce National Societies in their respective countries, including through their auxiliary role.

The National Society receives bilateral support from the Indonesian Red Cross, the Philippine Red Cross and the Singapore Red Cross Society.

The Brunei Darussalam Red Crescent Society played a vital role in establishing the Southeast Asia First Aid Network which serves as a platform to strengthen First Aid programmes and foster collaboration among the National Societies in Southeast Asia. Its primary objectives include facilitating peer-to-peer learning and support among National Societies, and encouraging the exchange of best practices, experiences and resources. The National Society also participates in Red Cross and Red Crescent network coordination meetings such as the Southeast Asia Red Cross and Red Crescent Leadership meetings and the ASEAN Red Cross Youth Forum.

### **Movement coordination**

The Brunei Darussalam Red Crescent Society ensures regular exchanges with the IFRC, the International Committee of the Red Cross (ICRC) and participating National Societies, for the alignment of support and action between Movement partners. In times of emergencies, closer coordination is organized. This is carried out in line with the Strengthening Movement Coordination and Cooperation ([SMCC](#)) principles, and the newly adopted [Seville Agreement 2.0](#).

**The ICRC** maintains a dialogue with the Brunei Darussalam Red Crescent Society on humanitarian issues, international humanitarian law ([IHL](#)) and the mandate and role of the ICRC.

### **External coordination**

The Brunei Darussalam Red Crescent Society has continued to strengthen its external partnerships in alignment with its [auxiliary role](#), particularly as a recognized First Aid training provider. The National Society maintains active engagement with authorities at various levels and collaborates regularly with both local and international humanitarian organizations.

The Brunei Darussalam Red Crescent Society has formalized bilateral cooperation with four government-linked companies, reflecting their commitment to supporting the National Society's role as a voluntary statutory entity in Brunei Darussalam. Additionally, the Brunei Darussalam Red Crescent Society is in the process of finalizing a Memorandum of Understanding (MoU) with the National Disaster Management Centre (NDMC), expected to be signed by the end of July 2025. This agreement will focus on joint efforts in disaster management, including support for the development of national disaster legislation.

In terms of financial coordination, the Brunei Darussalam Red Crescent Society is engaging with government ministries to secure support for its statutory contributions. The Ministry of Culture, Youth and Sports has agreed to assist with the National Society's 2025 statutory payment. Discussions are ongoing to establish a sustainable mechanism for addressing outstanding contributions from previous years.

Internationally, the Brunei Darussalam Red Crescent Society welcomed a working visit from The Gaze Destek Organisation (GDD) in March 2025 at the Brunei Darussalam Red Crescent Society Knowledge Hub. GDD, an Istanbul-based humanitarian organization known for its aid efforts in Gaza, explored potential collaboration with the Brunei Darussalam Red Crescent Society in humanitarian assistance, particularly in Gaza, and participation in broader programmes across the Middle East, Africa and Indonesia.



## **National Society development**

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### **Progress by the National Society against objectives**

Strengthening institutional capacity and leadership remained a key focus of the Brunei Darussalam Red Crescent Society in 2025. As part of its commitment to building a strong and effective National Society, the National Executive Board organized the National District Leaders Leadership Training Workshop from 20–22 June 2025 at the Brunei

Darussalam Red Crescent Society Knowledge Hub. The Internal workshop aimed to strengthen leadership skills and organizational capacity among district-level leaders and grassroots volunteers.

The reporting period has marked a transitional phase for the Brunei Darussalam Red Crescent Society, focused on laying the groundwork for institutional strengthening. Notable milestones include the initiation of the Strategic Plan 2026–2030, which will define its long-term vision, mission and core areas of work. By December 2025, the leadership had produced the first draft of the Strategic Plan 2026–2030. This initial draft will serve as the main reference document for broader consultations with BRC stakeholders in 2026, including Governing Board members, district leaders, volunteers, and relevant external partners.

A Governing Board meeting held on 16 June 2025 reviewed organizational priorities and discussed revisions to the [Brunei Darussalam Red Crescent Society Statutes](#), incorporating feedback from the [Joint Statutes Commission](#). Additionally, the Brunei Darussalam Red Crescent Society has begun preparations for financial audits covering 2021–2023 and is in the process of selecting a new audit firm. Institutional governance was further strengthened through the organization of the Annual General Meeting (AGM) held in November 2025. The AGM serves as an important platform for leadership, volunteers, and branch offices to review the National Society's progress, discuss key priorities and strengthen internal coordination.

The new leadership has proposed focusing the Brunei Darussalam Red Crescent Society's core business in three areas:

- Psychological First Aid, for which the Brunei Darussalam Red Crescent Society is formally endorsed by the Ministry of Health
- Support for people with disabilities and elderly care, requiring targeted capacity development
- Disaster management, in collaboration with NDMC

Additional areas such as corporate First Aid and Community-Based Health and First Aid ([CBHFA](#)) are being explored as potential income-generating or supporting activities.

### **IFRC network joint support**

The IFRC played a key role in supporting the National Society's transition and development efforts in 2025. An introductory visit by the Brunei Darussalam Red Crescent Society's new leadership to IFRC and the **Indonesian Red Cross** in January 2025 marked the beginning of a renewed focus on institutional strengthening and peer learning. Discussions with PMI covered disaster preparedness, volunteer recruitment, deployment coordination and [youth engagement](#).

Since April 2025, the IFRC has maintained regular monthly coordination calls with the Brunei Darussalam Red Crescent Society's Secretary General to provide ongoing support during this transition. As of June 2025, two such calls have been conducted, helping to ensure alignment and guidance on strategic priorities.

To further support governance development, the Brunei Darussalam Red Crescent Society has requested IFRC's assistance in organizing a Red Cross Red Crescent induction course for its 11 newly appointed Governing Board members, most of whom are new to the Movement. This induction is expected to enhance their understanding of the National Society's mandate and auxiliary role and strengthen leadership capacity moving forward.



## **Humanitarian diplomacy**

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### **Progress by the National Society against objectives**

Alongside its institutional reforms, the Brunei Darussalam Red Crescent Society strengthened its [humanitarian diplomacy](#) and enhanced its visibility both nationally and internationally during the reporting period.

In January 2025, the Brunei Darussalam Red Crescent Society's leadership conducted courtesy visits to the IFRC and the Indonesian Red Cross. These engagements not only reinforced ties within the Movement but also signalled the National Society's intent to take on a more prominent role in regional cooperation and peer learning.

Domestically, high-level engagements continued. On 11 May 2025, the Minister of Culture, Youth and Sports formally presented a Letter of Credential to the newly appointed Brunei Darussalam Red Crescent Society Governing Board. During the same event, the Brunei Darussalam Red Crescent Society contributed to the national humanitarian appeal for Gaza, demonstrating its commitment to international solidarity. Further discussions with the Minister on 25 May 2025 focused on strengthening cooperation in welfare and humanitarian affairs and reaffirming the Brunei Darussalam Red Crescent Society's auxiliary role.

Internationally, the National Society's leadership has been active in regional and global forums. The Brunei Darussalam Red Crescent Society President participated as a panellist during IFRC's International Women's Day Forum on 19 March 2025. Vice Presidents are scheduled to attend the Singapore Red Cross Humanitarian and Volunteers Conferences in August 2025, and the Brunei Darussalam Red Crescent Society is preparing to chair a session at the Southeast Asia Red Cross Red Crescent Leaders Meeting in September 2025. The Brunei Darussalam Red Crescent Society also took part in the Centre of Excellence for Pandemic Preparedness Friends Dialogue in Singapore from 20–22 May 2025, further solidifying its role in regional pandemic preparedness efforts.

A key milestone in the National Society's domestic diplomacy will be the signing of a Memorandum of Understanding with the National Disaster Management Centre, expected in July 2025. This agreement will formalize its auxiliary role in disaster management and initiate collaboration on the development of national disaster legislation. Combined with ongoing engagement with the Ministry of Culture, Youth and Sports regarding statutory contributions, these efforts reflect the Brunei Darussalam Red Crescent Society's growing recognition and partnership with national authorities.

### **IFRC network joint support**

The IFRC supported the Brunei Darussalam Red Crescent Society in enhancing its capabilities and influence in humanitarian diplomacy. In November 2025, the IFRC conducted a working visit to Brunei Darussalam and held several meetings with government stakeholders to further strengthen recognition of the National Society's auxiliary role. The delegation met with the Ministry of Foreign Affairs to discuss opportunities for strengthening the National Society's engagement in regional humanitarian cooperation and reinforcing its role within ASEAN-related platforms.



## **Accountability and agility (cross-cutting)**

### **Progress by the National Society against objectives**

In 2025, the Brunei Darussalam Red Crescent Society initiated key internal reforms aimed at enhancing accountability and governance. The Brunei Darussalam Red Crescent Society has continued to take steps to strengthen accountability and governance within the organization. In October 2025, the National Society finalized the external audit of its financial reports for the years 2023 and 2024. These audited financial statements were subsequently endorsed during the Brunei Darussalam Red Crescent Society's Annual General Meeting held in November 2025. The audit process identified several areas requiring further institutional strengthening, including the absence of formal financial management procedures, such as incomplete financial document, asset management systems and basic accounting standard operating procedures. Addressing these gaps will be one of key priorities of the National Society moving forward. In 2026, the Brunei Darussalam Red Crescent Society plans to develop and formalize financial procedures to improve financial governance, transparency, and accountability within the organization.

The National Society also promoted a culture of fraud and corruption prevention, and protection against sexual exploitation and abuse ([PSEA](#)) and harassment within the institution, and in the support extended to vulnerable communities.

### **IFRC network joint support**

The IFRC assisted the National Society in the development of essential guidelines and standard operating procedures on human resources, finance, administration and other matters pertinent to effective organizational governance. It will also support the Brunei Darussalam Red Crescent Society in ensuring that all staff members are acquainted with essential guidance on fraud and corruption prevention and PSEA.

## **Q4. AFFECTED PERSONS (PEOPLE REACHED)**

*See cover pages*

## **Q5. PARTICIPATION AND ACCOUNTABILITY FOR AFFECTED PEOPLE – COMMUNITY ENGAGEMENT AND ACCOUNTABILITY**

*See Strategic Priority on 'Values, power and inclusion' under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION*

## **Q6. RISK MANAGEMENT**

*This information is not available in Annual Reports*

## **Q7. EXIT STRATEGY AND SUSTAINABILITY**

*See Strategic Priorities or Enabling Local Actors, where relevant under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION*

## **Q8. LESSONS LEARNED**

- The experience of the Brunei Darussalam Red Crescent Society in the first half of 2025 highlights the importance of aligning plans with institutional capacity. While Brunei Darussalam's Unified Planning 2025 set out broad ambitions, implementation was limited, reflecting that a solid organizational foundation is an important factor. National Societies may benefit more from concise and focused planning that prioritizes areas where capacity exists, rather than spreading limited resources across many sectors
- Frequent changes in leadership over the past two years have also affected continuity, requiring time for adjustment and sometimes shifted focus away from initial plans. At the same time, government support remains limited, partly because the Brunei Darussalam Red Crescent Society has yet to develop a clear strategic portfolio and defined 'core business' to serve as a basis for recognition
- For IFRC and Movement Partners, the lesson is that support to the Brunei Darussalam Red Crescent Society must be gradual, practical and capacity-driven, focusing first on core governance and positioning before expanding into broader thematic agendas. In addition to technical support, the IFRC may consider exploring options of targeted seed funding or initial investment, to avoid placing the full burden of resource mobilization on the Brunei Darussalam Red Crescent Society while it is still building basic systems. Moving into the second half of 2025, the focus should be on a small number of key initiatives, such as finalizing the Strategic Plan 2026–2030 and the MoU with NDMC, while maintaining supporting activities and regional engagement to build visibility and credibility over time
- These lessons should be considered on the arrangement of future unified planning processes, ensuring they are not only ambitious but also feasible

# ANNEX 1. IFRC APPLICATION OF THE 8+3 REPORTING TEMPLATE

The IFRC network structures its result-based management along five Strategic priorities and four Enabling functions, developed based on the IFRC network's [Strategy 2030](#):

IFRC network Strategic Priorities	IFRC network Enabling Functions
SP 1 - Climate and environment	EF 1- Strategic and operational coordination
SP 2 - Disasters and crises	EF 2 - National Society development
SP 3 - Health and wellbeing	EF 3 - Humanitarian diplomacy
SP 4 - Migration and displacement	EF 4 - Accountability and agility
SP 5 - Values, power and inclusion	

The Federation-wide results matrix provides a standard way for the IFRC network to measure its progress towards Strategy 2030 implementation and supports consistent quality of the IFRC network planning, monitoring and reporting. To further advance coherence in monitoring across the IFRC network, a [Federation-wide Indicator Bank](#) has been developed and integrated into the Federation-wide monitoring systems for emergencies and longer-term work, structured along the Federation-wide results matrix as well. Signatory of the Grand Bargain Agreement, the IFRC has committed to its monitoring and reporting standards through integration of the [8+3 reporting template](#) contents into its results-based management approach. The following mapping demonstrate the way in which this report aligns with 8+3 reporting:

8+3 template	IFRC network Annual Report (with variance in structure in red)
<b>Core Questions</b>	
1. Overall Performance	Overall Performance
2. Changes and Amendments	Changes and amendments
3. Measuring Results	Measuring Results
4. Affected Persons	Cover pages with indicators values
5. Participation & AAP	Under Q3 Strategic Priority 5: Values, power and inclusion – Community Engagement and Accountability
6. Risk management	Risk management
7. Exit Strategy and Sustainability	Under Q3 sub-sections by Strategic Priority/Enabling Function where relevant
8. Lessons Learned	Lessons learned
<b>Additional Questions</b>	
1. Value for Money/ Cost Effectiveness	Not included in annual reports
2. Visibility	Not included in annual reports
3. Coordination	Under Q3 Enabling Function 1: Strategic and operational coordination
4. Implementing Partners	Cross-cutting, with a focus on support to localization through the Q3 Enabling Functions 1 to 4
5. Activities or Steps Towards implementation	Cross-cutting in Q3 Strategic Priorities and Enabling Functions
6. Environment	Under Q3 Strategic Priority 1: Climate and environment



## The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

### DATA SCOPE AND LIMITATIONS

- **Timeframe and alignment:** The reporting timeframe for this overview is covering the period from 1 January to 31 December 2025. However, due to the diversity of the IFRC and differences in fiscal years, this coverage may not fully align for some National Societies.
- **Financial overview:** This overview consolidates data reported by the National Society and its IFRC network partners, as well as data extracted from IFRC's financial systems. All reported figures should include the administrative and operational costs of the different entities. The financial data with a grey background is solely reported by the National Society, including the funding sources. Financial reporting is often times estimated depending on availability of financial figures, closing of financial periods, and may be incomplete. 'Not reported' could sometimes mean 'not applicable'. Also note that funding requirements are already reflected in the published 2025 IFRC network country plan. The total funding requirements show what the IFRC network has sought to raise for the given year through different channels: funding through the IFRC, through participating National Societies as bilateral support, and through the host National Society from non-IFRC network sources. All figures should include the administrative and operational costs of the different entities.
  - » Host National Society funding requirements not coming from IFRC network sources can comprise a variety of sources, as demonstrated when reporting on income in the IFRC Federation-wide Databank and Reporting System
  - » Participating National Society funding requirements for bilateral support are those validated by respective headquarters, and often represent mainly secured funding
  - » IFRC funding requirements comprise both what is sourced from the IFRC core budget and what is sought through emergency and thematic funding. This includes participating National Societies' multilateral support through IFRC, and all other IFRC sources of funding
- **Missing data and breakdowns:** National Societies have diverse data collection systems and processes that may not align with the standardized indicators. Data may not be available for some indicators, for some National Societies. This may lead to inconsistencies across different reporting tools as well as potential under or over-estimation of the efforts led by all.
- **Reporting bias:** The data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain.
- **Definitions:**
  - » **Local units:** ALL subdivisions of a National Society that coordinate and deliver services to people. These include ALL levels (provincial, state, city, district branches, sections or chapters, headquarters, and regional and intermediate offices, as well as community-based units)
  - » **Branches:** A Branch has its roles, responsibilities and relationship with the National Headquarters defined through the National Society's Statutes, including the level of autonomy given, especially in the area of its legal status, mobilising local resources and building local partnerships, and the decisions it makes. It has a local-level decision-making mechanism through its Branch members, board and volunteers, equally defined through the National Society's Statutes

## ADDITIONAL INFORMATION

- [BN\\_Brunei AR Financials.pdf](#) (Note: The financial report link will be fed when the report is available)
- [IFRC network country plans](#)
- [Subscribe for updates](#)
- [Live Disaster Response Emergency Fund \(DREF\) data](#)
- Operational information: [IFRC GO platform](#)
- National Society data: [IFRC Federation-wide Databank and Reporting System](#)
- [Evaluations database](#)

## Contact information

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### Haji Mohd Suhaimi Ibrahim

Secretary General

Brunei Darussalam Red Crescent Society

[suhaimi.ibrahimbruneiredcrescent.com](mailto:suhaimi.ibrahimbruneiredcrescent.com)

[bruneiredcrescent.com](http://bruneiredcrescent.com)

### Herve Gazeau

Head of Strategic Partnerships &

Resource Mobilization

Asia Pacific Regional Office,

Kuala Lumpur

**T** +6019 268 6503

[herve.gazeau@ifrc.org](mailto:herve.gazeau@ifrc.org)

### Kathryn Clarkson

Head of Delegation

IFRC Country Cluster Delegation for Indonesia,

Brunei, Singapore & Timor Leste

based in Jakarta, Indonesia

**T** +66 657 195 322

[kathryn.clarkson@ifrc.org](mailto:kathryn.clarkson@ifrc.org)

### Sumitha Martin

Lead

IFRC Global Strategic Planning

& Reporting Centre

New Delhi

[sumitha.martin@ifrc.org](mailto:sumitha.martin@ifrc.org)