



BRUNEI DARUSSALAM



2025 IFRC network mid-year report, January – June

16 October 2025

IN SUPPORT OF THE BRUNEI DARUSSALAM RED CRESCENT SOCIETY



4

National Society
branches



4

National Society
local units



1,780

National Society
volunteers



1

National Society
staff

PEOPLE REACHED

Climate and
environment



1,000

Disasters and crises



1,000

Health and
wellbeing



1,000

Values, power
and inclusion



1,000

No information at time of publication. Figures reflect targeted reach in 2025 plan

FINANCIAL OVERVIEW

in Swiss francs (CHF)

Brunei Darussalam Red Crescent Society			
Overview		Funding Sources	
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		Not reported
IFRC Secretariat	Longer-term	Funding Requirement	Not reported
		Funding	Not reported
		Expenditure	Not reported
HNS other funding sources	Funding Requirement		Not reported
	Funding		Not reported

Appeal number **MAABN001**

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

ENABLING FUNCTIONS



National Society development

✓ National Society has developed and/or implemented a strategy for strengthening their auxiliary role



Humanitarian diplomacy

✓ National Society participates in IFRC-led campaigns



Accountability and agility

✓ National Society has a functioning data management system that informs decision making and supports monitoring and reporting on the impact and evidence of its actions

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 and began integrating climate resilience into the development of its upcoming Strategic Plan 2026–2030.

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..

Health and wellbeing

By mid-2025, the First Aid Academy expanded outreach to communities and institutions, launched new Psychological First Aid (PFA) training, and organized national dialogues on mental health education. Public awareness on CPR/AED and social services during Ramadhan complemented its growing role in health promotion..

Migration and displacement

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

Values, power and inclusion

During the reporting period, the National Society reinforced youth and volunteer engagement while mainstreaming PGI and CEA approaches. Food donation campaigns highlighted its inclusive humanitarian role, while mental health and PFA initiatives promoted wellbeing across communities and institutions.

Enabling local actors

Institutional strengthening was prioritized through governance reforms, preparations for audits and development of the Strategic Plan 2026–2030. Diplomatic engagement with government and Movement partners enhanced visibility, while new partnerships including the forthcoming MoU with NDMC are set to reinforce its auxiliary role in disaster management.

Q2. CHANGES AND AMENDMENTS

By mid-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 first half 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

As of mid-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.

Notable progress in this domain is anticipated in the latter half of the year, particularly through the formulation of the Strategic Plan for 2026–2030. Climate and resilience are expected to be integrated as cross-cutting priorities within this upcoming strategy.

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 (NDMC) 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 (MoU) with the National Disaster Management Centre (NDMC), scheduled for signing by the end of July 2025. 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 (PMI) 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.

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

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 January 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.

On 28 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.

The Brunei Darussalam Red Crescent Society has also led national awareness initiatives, including a public webinar on Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillators (AED) 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 conducting activities for youth engagement. (Photo: IFRC)



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

By mid-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 held from January to March 2025, 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. While primarily humanitarian in nature, these efforts also enhanced the National Society's visibility and demonstrated its inclusive approach to assisting vulnerable populations.

At the institutional level, the Brunei Darussalam Red Crescent Society Academy has continued to champion Psychological First Aid (PFA) and mental health awareness. In February 2025, 10 senior officers from the Department of Public Service (Prime Minister's Office) participated in the Brunei Darussalam Red Crescent Society's PFA certification course, underscoring the National Society's role in promoting psychosocial support across sectors. In March, the Brunei Darussalam Red Crescent Society convened a Mental Health Education Colloquium with training providers to advance standards in PFA education.

IFRC network joint support

The IFRC provided technical support to the National Society for development of PGI and CEA policies. It supported the Brunei Darussalam Red Crescent Society to conduct sensitization and training programmes for its staff and volunteers. 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

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

Progress by the National Society against objectives

The first half of 2025 has marked a transitional phase for the Brunei Darussalam Red Crescent Society, focused on laying the groundwork for institutional strengthening. Following the appointment of a new President and Governing Board at the end of 2024, the Brunei Darussalam Red Crescent Society has taken several key steps to enhance its governance, visibility and operational capacity.

Notable milestones include the initiation of the Strategic Plan 2026–2030, which will define its long-term vision, mission and core areas of work. 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.

Volunteer mobilization and grassroots leadership were further strengthened through initiatives such as the Ramadhan donation drives and the National Level District Leaders Training Workshop in June 2025.

Despite these achievements, the Brunei Darussalam Red Crescent Society continues to face structural challenges. The National Society remains largely volunteer-based, with limited resources and formal systems to manage institutional functions. Frequent leadership changes over the past 2.5 years have impacted continuity in planning and implementation. While government support is emerging, it remains modest, partly due to the absence of a clearly defined strategic portfolio. Additionally, Brunei's relative safety from natural disasters, while fortunate, limits the visibility of the Brunei Darussalam Red Crescent Society's humanitarian relevance, underscoring the need to define its core business areas beyond disaster response.

Looking ahead, the second half of 2025 will focus on finalizing the Strategic Plan 2026–2030, strengthening partnerships with government stakeholders, and clarifying its auxiliary role and contributions within national and regional contexts. 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** (PMI) 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

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 (PMI). 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 (CoEPP) 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 (MoU) with the National Disaster Management Centre (NDMC), 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.

Looking ahead, the Brunei Darussalam Red Crescent Society is prioritizing the development of its Strategic Plan 2026–2030. This plan will serve as a foundation for strengthening its positioning, branding and advocacy efforts. The new leadership has expressed a clear commitment to aligning the National Society's strategic direction with national priorities and regional cooperation agendas, particularly in areas such as climate change adaptation and disaster resilience.

IFRC network joint support

The IFRC supported the Brunei Darussalam Red Crescent Society in enhancing its capabilities and influence in humanitarian diplomacy.



Accountability and agility (cross-cutting)

Progress by the National Society against objectives

In the first half of 2025, the Brunei Darussalam Red Crescent Society initiated key internal reforms aimed at enhancing accountability and governance. The Brunei Darussalam Red Crescent Society has begun preparations for financial audits covering the years 2021–2023, marking an important step toward improved transparency and financial oversight.

At the programmatic level, the Brunei Darussalam Red Crescent Society Academy convened its annual Approved Training Provider (ATP) meeting on 28 February 2025. The session focused on strengthening national accreditation and certification standards for First Aid education. These efforts reflect the National Society's broader commitment to institutionalizing quality standards and reinforcing accountability in service delivery.

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 Mid-Year 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 Mid-Year Report (with variance in structure in red)
Core Questions	
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
Additional Questions	
1. Value for Money/ Cost Effectiveness	Not included in mid-year reports
2. Visibility	Not included in mid-year 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 16 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 30 June 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 MYR Financials](#)
- [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](#)

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