

## IFRC Evaluation Management Response Template

### IFRC Management Response to Recommendations for the *IFRC Real Time Evaluation (RTE) of the response to Tropical Cyclones Idai and Kenneth in Mozambique*

#### Background information:

- Date and duration of evaluation: *15 June 2019 – 31 July 2019 (final report submitted 8 August 2019)*

#### Evaluator/s:

- **lead external consultant:** Juergen Hoegl
- **3 members from within the Movement:** Victoria Stodart (Policy Team, IFRC Sect Geneva), Marie Manrique (PMER, IFRC CCST, Lima), and Sammy Fwaga (PMER, IFRC Africa Regional Office)
- **Evaluation Management Team members:** Christine South (PMER, IFRC Sect Geneva), Fiona Gatere (PMER, IFRC Africa Regional Office) and Nicolas Boyrie (DCPRR IFRC Sect Geneva / IFRC Africa Regional Office)
- **Background Information:** The evaluation report was shared for Management Response on 14 August 2019.

#### Summary of Management Response:

This document presents the management response to **the six recommendations** presented in the executive summary of the final RTE report for the response to Cyclones Idai and Kenneth in Mozambique. The key recommendations are in the areas of:-

- aligning support to the Cruz Vermelha de Mocambique (CVM),
- supporting ongoing, in-country, strategic leadership,
- mainstreaming management / support services,
- operationalizing the SMCC process and tools
- investing in external collaboration
- refining promising new surge tools

The RTE highlighted six recommendations, and under each a list of several Enabling Steps. The full list of these is included as an Annex to this Management Response and as Annex 9 in the RTE Final Report. In addition, the RTE highlighted several “Findings, Good Practices and Lessons Learned” around the response, which are also listed in Annex 8 of the RTE Report, and these maybe useful to consider.

**Recommendation 1: Align all efforts supporting CVM** - A unified and comprehensive CVM support strategy needs be developed by all Movement components, aligning activities in response to the cyclones and CVM’s institutional recovery planning in one masterplan and overcoming silo-tendencies. CVM and Movement partners are also called to use the present momentum of the recovery phase to establish presence in inter-agency coordination fora as a humanitarian actor, creating trust by predictable participation, information sharing and positioning the Movement (*see annex for Enabling Steps, including preparing a masterplan aligning all support for CVM, building more sustainable NSD and wider capacity building support, embedding IFRC / PNS staff in CVM HQ and strengthening CVM’s role as Shelter Cluster coordination*).

Management Response	Decision Rationale	Action/s to be taken	Timeframe	Responsibility
<b>AFRICA REGION</b>				
<b>Accept</b>	<ul style="list-style-type: none"> <li>Africa Regional PSK has been engaging with CVM and has highlighted key issues confronting the NS’s development that are in line with this recommendation, including strengthening NSD and developing a Plan of Action (PoA), that will become an integral part of a Master Plan for CVM.</li> <li>Africa Regional PSK realizes the need to strengthen CVM through peer-to-peer support. (1.1.4)</li> <li>Coherent and coordinated Movement support will enable CVM to become a more credible humanitarian actor in Mozambique</li> </ul>	1.1 There will be close coordination between Regional PSK / NSD and the HoCO / HoCCST to consolidate all relevant information, from assessments, plans etc. to create one over-arching Master Plan for CVM support.	Ongoing to mid-2020	Head of PSK HoCO/HoCCST
		1.2 Africa Regional Office will support the HoCO / HoCCST to coordinate support to CVM from other partners (clusters/Partner NSs), to mentor CVM staff and volunteers based on the needs of the NS, and to ensure that Movement coordination meetings are consistent and provide effective, coordinated support to build CVM capacity for emergency operations.	Ongoing to mid-2020	NSD Manager HoCO/HoCCST
		1.3 Africa Regional Office, through the HoCO / HoCCST, will work with Movement partners to develop joint programs and NSD / OD in emergencies activities. Areas of focus may include shared assessment tools, joint contingency planning and preparedness, support for an operations room, DM, logistics and other training, leadership development (national and branch level), good governance and management systems, accountability and integrity to support CVM’s sustainable growth	Ongoing to mid-2020	NSD Manager HoCO/HoCCST
<b>GENEVA</b>				
<b>Accept</b>	<ul style="list-style-type: none"> <li>The NSD team accepts the recommendation in relation to Enabling Step 1.6</li> </ul>	1.4 High-risk countries, such as Mozambique, who are most likely to receive major international surge support will be identified and steps will be taken to ensure that an OD in Emergencies (ODiE) preparedness approach will be included in the relevant contingency planning processes.	15 countries in 2020 15 further countries in 2021	Advisor ODiE / NSD Unit

**Recommendation 2: Ensure continuous and informed strategic leadership presence** - For major disasters in countries with limited HNS capacities or other specific HNS challenges (and in the absence of a HoCO), the IFRC Secretariat needs to ensure constant senior level presence for

- strategic decision-making, supporting the HNS (beyond the operational strategy covered by a HEOPs)
- coordination with Movement Partners and
- senior representation vis-à-vis external stakeholders.

IFRC should also invest in systematically capitalizing on existing institutional and individual knowledge of Movement partners on country and HNS contexts. *(see annex for Enabling Steps, including creating a pool of emergency “Heads of Country Office” for deployment, and using existing platforms and people involved in-country to provide and share information on the country context)*

Management Response	Decision Rationale	Action/s to be taken	Timeframe	Responsibility
<b>AFRICA REGION</b>				
<b>Partially Accepted</b>	<ul style="list-style-type: none"> <li>• Selected actions to be followed up in areas over which the Regional Office has direct control.</li> <li>• The transition from DM-focused HoCO/HOCCST profiles to those with a focus on external &amp; Movement relations is linked to a long-term, HQ-led initiative through the talent pool system, on which the Regional Office is dependent (2.2.3).</li> <li>• The Regional Office welcomes efforts by the Secretariat HQ to explore best practices for capitalizing on existing institutional and individual knowledge (2.2.4).</li> </ul>	2.1 Africa Regional Office will, during Global Leadership Team (GLT) and other Secretariat senior management meetings, advocate for the creation of a pool of 'Emergency Heads of Country Office' and a program to incentivize current HoCO / HoCCST for deployment.	2020	Reg. Director / Dep Reg Director
		2.2 Africa Regional Office will work with the Director of HR and the HR team, to optimise the list of HoCO / HoCCST candidates in the existing talent pool, who can be deployed during an emergency or for back-up options.	End 2019	Head, Regional HR / Director of HR
		2.3 The Regional Office will analyse disaster trends in Africa and African NSs' (e.g. demands for DREF and EA support), to ensure that its allocation of regular resources for HoCO / HoCCST positions are evidence-based and better anticipate needs.	Ongoing	Dep Reg. Director / Head of Reg. DCPRR
		2.4 The Regional Office will ensure the 'Africa Operations Room' is well placed to provide additional context information for future operations.	Ongoing	Head of Reg. DCPRR
		2.5 Africa Regional Office will ensure collected information is made available to operational leadership prior to arrival in country through a standardized on-boarding process.	Ongoing	Dep. Reg. Director / Head of Reg. DCPRR

<p><b>Accepted</b></p>	<p>In accepting this Recommendation, the Regional Logistics team notes:</p> <ul style="list-style-type: none"> <li>• There is insufficient availability, both internally and via the roster, of procurement profiles for deployment during the 1<sup>st</sup> month of a response.</li> <li>• Often program, finance or admin colleagues have to work on sourcing / procurement in the absence of qualified delegates / staff and have limited understanding of procedures for service agreements (legal, accommodation, warehouse customs, transport services etc).</li> <li>• Reliance on the use of the Exception to Bid process, which requires regional sign-off of up to 2 – 5 days, can delay operations</li> </ul>	<p>2.6 Africa Regional Office Logistics team will work closely with HR, Finance and Admin teams, to select and train a roster of existing HR, Finance and Admin staff, who are familiar with procurement procedures, to be able to deploy them within the first week of the operation to provide the required support for service contracts.</p> <p>2.7 Steps will be taken to disseminate the Exception to Bid process at a regional level and to facilitate sign off</p>	<p>Q4 2019</p> <p>Ongoing</p>	<p>Head of Reg. LPSCM Regional HR, Fin, and Admin</p> <p>DRD Head of Reg. LPSCM</p>
<p><b>GENEVA</b></p>				
<p><b>Partially Accepted</b></p>	<ul style="list-style-type: none"> <li>• This recommendation is partially accepted because work is already underway in this area, through the recently established talent pool for CO/CCST positions and several short-term deployments have successfully been carried out over the past six months.</li> <li>• Access to learning from previous operations has proven valuable and learning from this operation should also be included on GO when available.</li> </ul>	<p>2.8 Establish a ‘quick mobilisation’ mode for the existing CO/CCST talent pool, to be managed by the 5 ROs and HR.</p> <p>2.9 Any dashboards and information published by the Africa Operations Room and by the other Ros will be made available on go.ifrc.org to provide a one-stop place for information (with relevant access permissions).</p> <p>2.10 For Red and certain Orange level operations, Regional or Global PMER will produce a recap of the main learning from previous operations in that country, with input from NSD / PER (see below). This will be made available on GO.</p> <p>2.11 Under Enabling Step 2.4, the IFRC will set up a template to create information on the NS profile, background and context for NSs in high-risk countries likely to receive major surge support and this will be made available for operational leadership</p>	<p>6 months (and then ongoing)</p> <p>Ongoing</p> <p>Ongoing for Red / Orange operations</p> <p>15 countries in 2020 and 15 more in 2021</p>	<p>GVA HR All 5 ROs</p> <p>Reg. DCPRR</p> <p>GVA or RO PMER (lessons from ops)</p> <p>Advisor ODIE / NSD Unit</p>

		2.12 A 'Light' public information product will be developed and standardized to provide operational updates / and information for the public, in addition to internal reports	2020	Communications DCPRR
<b>Partially Accepted</b>	<p>In accepting this Recommendation, Logistics in the Geneva notes:</p> <ul style="list-style-type: none"> <li>There is insufficient availability, both internally and via the roster, of procurement profiles for global surge.</li> <li>Reliance on the use of the Exception to Bid process, which requires regional sign-off of up to 2 – 5 days, delaying operations</li> </ul>	2.13 Relevant Global Surge / ERU team members will be trained on basic emergency procurement, to be able to provide coherent support for in-country procurement and related activities, in the absence of dedicated IFRC Logistics / Procurement staff.	Q4 2020	Global Logistics Global DCPRR ERU WGs
		2.14 Logistics will develop a clear, 1-page Emergency Procurement guideline and will better disseminate use of the existing Exception to Bid (EtB) document for use during first phase of emergency operations, including via Global Surge, ERU and TL trainings, to speed up sign off on the EtB process (target 24hrs).	Q2 2020	Global Logistics Global DCPRR ERU WGs
<p><b>Recommendation 3: Mainstream support/management services (S/MS)</b> - Building on the momentum of the current operation that saw increased operational engagement of S/MS, yet also 'old challenges', IFRC Secretariat is called to increase mutual awareness and understanding of the at times conflicting priorities of operations and S/MS. Emergency operations follow the 'dogma' of the humanitarian imperative, while policies and procedures of S/MS are aiming to 'safeguard assets and reputation, and ensure compliance'. There is a need for specific procedures to apply during the first months (the 'emergency phase') of operations. The absence of specific procedures means that IFRC will continue to impact the effectiveness and efficiency of emergency operations. <i>(see annex for Enabling Steps, including jointly analysing the recurring issues between operations and S/MS to improve mutual understanding and set common goals or establish specific "emergency support" procedures, increasing learning on S/MS for sectoral surge delegates, setting-up early, system-wide alert and deployment systems for S/MS delegates, and prioritising HR in Emergency procedures for longer-term delegates, especially for the transition phase)</i></p>				
<b>Management Response</b>	<b>Decision Rationale</b>	<b>Action/s to be taken</b>	<b>Timeframe</b>	<b>Responsibility</b>
<b>AFRICA REGION</b>				
<b>Accepted</b>	<ul style="list-style-type: none"> <li>Current procurement procedures do not support IFRC's capability to quickly establish service contracts for various services in operations (e.g. for legal, accommodation, warehousing, customs, transport).</li> </ul>	3.1 Pilot and introduce a set of procurement procedures for the first phase of an emergency phase, that can be linked to IFRC's longer-term procurement procedures.	Q2 2020	Head of Reg. LPSCM Global Logistics
		3.2 Set up a threshold of CHF 50,000, as delegated spend at country-level and ceiling for emergency procurement, in the expectation that the system will revert to "normal" procurement procedures within 3 months.	Q2 2020	Head of Reg. LPSCM Glob. Logs / Fin
		3.3 Ideally, IFRC procurement delegates should be deployed from day 1 in big emergencies. However, to back this up, Africa Regional Office Logistics team will work closely with	Q4 2019	Head of Reg. LPSCM

		HR, Finance and Admin teams, to select and train a roster of existing HR, Finance and Admin staff, who are familiar with procurement procedures, to be able to deploy them within the first week of the operation to provide the required service contract support.		Regional HR, Fin, and Admin
<b>GENEVA</b>				
<b>Partially accepted</b>	<ul style="list-style-type: none"> <li>When Global Surge teams are mobilised, it is expected that IFRC has a team on the ground to cover service contracting. The inability to do so, hampers the speed of the response. The recommendation should include deployment of IFRC procurement delegates (in addition to Logistics staff) from day 1 in big emergencies.</li> <li>It should be noted, that there is an existing provision for emergency procurement. The report should refer to the Directive, Procurement Policy, and the need for further dissemination rather than state that procedures do not exist</li> </ul>	<p>3.4 Ideally, IFRC procurement delegates should be deployed from day 1 in big emergencies. However, to back this up, relevant Global Surge / ERU team members are trained on basic emergency procurement to enable more coherent support for in-country procurement and related activities to be able to operate in the absence of dedicated IFRC Logistics / Procurement staff.</p> <p>3.5 The IFRC Secretariat will do more disseminate existing provision and procedures for speedier procurement in emergencies.</p>	<p>Q4 2020</p> <p>Ongoing</p>	<p>Global Logistics Global DCPRR ERU WGs</p> <p>Global Logistics</p>
	<ul style="list-style-type: none"> <li>While some progress was made on Support / Management Services in this operation, the topic remains a key issue in operations and which deserves attention from all areas of the Secretariat and all three Divisions at HQ</li> </ul>	<p>3.6 Building on the positive lessons from deploying experienced regional and global staff to deliver Support / Management services in Mozambique, the IFRC Secretariat will engage in a more structured ways to build capacity and set up systems to deploy relevant staff in Support / Management Services in emergencies, with support from Senior Management.</p> <p>3.7 The IFRC Secretariat will finalise and disseminate role profiles for Support / Management Services positions, to allow for a better mapping of resources available vs. requirements.</p> <p>3.8 The IFRC Secretariat will develop a more detailed process to improve the system-wide activation of Support / Management Services in the new guidance for Red level</p>	<p>End 2019</p> <p>End 2019</p> <p>End 2019</p>	<p>USG P&amp;O Global DCPRR (Red Guidance)</p> <p>Global DCPRR Director of HR</p> <p>USG P&amp;O Global DCPRR (Red Guidance)</p>

		emergencies and consider balance between experienced and newer staff across the rotations and for key roles.		
<p><b>Recommendation 4: Operationalize SMCC</b> - At present, SMCC efforts are perceived to focus on the relationship between ICRC and IFRC, and much less on other Movement components (particularly HNS and then PNSs). Future efforts are required to chart paths for increased roles of HNSs and then PNSs in the SMCC Plan of Action. The SMCC process requires further operationalization and broader roll-out amongst operational leadership of all Movement components, supporting a ‘coordination mindset’. <i>(see annex for Enabling Steps, including training for leadership on the SMCC process, creating pre-approved templates for joint planning, reports etc., lightening the approval process on Joint Statements / Agreements, developing Movement-wide reporting tools and information bulletin formats, initiating kick-off meetings to establish joint understanding and planning from the outset and at the end, to capture lessons learnt)</i></p>				
Management Response	Decision Rationale	Action/s to be taken	Timeframe	Responsibility
<b>AFRICA REGION</b>				
Accepted	<ul style="list-style-type: none"> <li>The suggested enabling actions are relevant and achievable, with very limited resource implications (time/budget).</li> <li>From an operational perspective, while steps were taken to support the SMCC process in Mozambique and improve Movement cooperation in the operation (deployment of a MCO), the topic remains an important issue to ensure the success of our operations.</li> </ul>	<p>4.1 The HoCO / HoCCST and RO will capture good collaboration practices and lessons learnt from Cabo Delgado experience.</p> <p>4.2 Africa RO will ensure that a SMCC kick-off meeting is held within a set number of days after the onset of an emergency operation to ensure a common understanding of all Movement components in country</p>	<p>Nov 2019</p> <p>Ongoing</p>	<p>HoCO/HoCCST Reg.PMER</p> <p>All HoCOs/, HoCCSTs and HeOPS</p>
<b>GENEVA</b>				
Accepted	<ul style="list-style-type: none"> <li>The feedback from the Global Geneva level is in relation to all emergency response operations, not just for Mozambique</li> <li>Note: By their very nature all proposed actions to operationalise SMCC will require explicit buy-in and active participation from <b>all</b> Movement partners</li> </ul>	<p>4.3 Train strategic and operational IFRC leadership and staff on the SMCC framework</p> <p>4.4 Create a generic set of pre-approved templates to roll out to support the SMCC framework.</p> <p>4.5 Streamline the process for joint IFRC &amp; ICRC statements and Movement coordination agreements, with clear timeframes for formal sign-off.</p> <p>4.6 Develop a light, practical Movement-wide reporting tool.</p> <p>4.7 Review the Movement Coordination Officer’s job description, define deployment criteria and develop an expert pool of MCOs.</p>	<p>Annually</p> <p>Deadline tbc</p> <p>Deadline tbc</p> <p>Deadline tbc</p> <p>Deadline tbc</p>	<p>DCPRR (Mvt Coord)</p> <p>DCPRR (Mvt Coord)</p> <p>DCPRR (Mvt Coord)</p> <p>DCPRR (Mvt Coord) / PRD / PSK</p>

<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>The initial phase of the SMCC process, chose to limit the number of priorities and focus on transformational actions (e.g. tools, coordination mechanisms, and interoperability). As a result, fewer NSs have been involved, as activities were more focused on the international components of the Movement.</li> </ul>	<p>4.8 The Council of Delegates meeting in Dec. 2019, will discuss the proposed way forward for the SMCC process and the proposed objectives for the next phase (SMCC 2.0), which includes maximizing Movement response scalability. This new phase will better integrate NSs, at both strategic and operational levels and secure more investment in cooperation and coordination from all RCRC components.</p> <p>4.9 The proposed seven priority areas of the next phase of the SMCC are set up to help achieve more efficient and effective humanitarian response. NSs will be invited to lead different workstreams and a special NS Reference Group will support the process</p>	<p>2020 onwards</p>	<p>Glob Lead Team Glob Movt Coord / SMCC</p>
<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>The NSD team accepts the recommendations in line with Enabling Step 4.1</li> </ul>	<p>4.10 The ODIE approach will be included on the agenda of any country-level, kick-off meeting, where the SMCC process is initiated, with support from the surge ODIE coordinator</p>	<p>2020 onwards</p>	<p>Advisor ODIE Glob / Reg NSD units</p>
<p><b>Recommendation 5: Keep investing in external collaboration</b> - The unprecedented level of external coordination and collaboration at Beira level paid off in terms of reputation, media presence and funding, without negatively impacting the IFRC operation. External coordination should be standard practice for IFRC. <i>(see annex for Enabling Steps, including investing in guidance and training for IFRC Secretariat and NS staff on inter-agency coordination, mentoring NS leadership on engagement in external fora to increase NS ownership and profile, and increasing donor advocacy to showcase the RCRC)</i></p>				
<p><b>Management Response</b></p>	<p><b>Decision Rationale</b></p>	<p><b>Action/s to be taken</b></p>	<p><b>Timeframe</b></p>	<p><b>Responsibility</b></p>
<p><b>AFRICA REGION</b></p>				
<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>The Mozambique operation also profiled IFRC's value in inter-agency coordination in the field, which was a success. The RO welcomes the RTE's concern regarding how to balance internal operational interest v. external engagement in the work of the Assessment Cell and IM</li> </ul>	<p>5.1 Africa RO will take steps to increase IFRC's position and engagement with inter-agency fora at both country and regional levels (African Union, SADC and UN System)</p> <p>5.2 At a regional / country level, there will be an attempt to include time and competencies for the external coordination role in job descriptions and performance objectives, particularly for senior staff, and to ensure that staff have the relevant induction, training and tools for this role.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>RD / DRD HoCCSTs/ HoCOs RD / DRD HR</p>
<p><b>Partially Accepted</b></p>	<ul style="list-style-type: none"> <li>Protocols for Partnerships &amp; Resource Development (PRD) in emergencies are non-contextualised</li> </ul>	<p>5.3 IFRC HoCO will hire an in-country PRD Senior Officer as part of the CO structure to ensure continuity</p> <p>5.4 Africa Reg. Office will increase the level of contextual information provided to support targeted "Resource</p>	<p>Q4 2019</p> <p>Q4 2019</p>	<p>HoCO Reg HR Reg. Head PRD</p>

	<ul style="list-style-type: none"> <li>PRD was not involved in the pre-emergency phase of this EA launch</li> <li>PRD profiles are limited or are not fully utilised within the Movement in operations nor is there a framework for their mobilisation.</li> </ul>	<p>Mobilisation in Emergencies' (RMiE) protocols and SOPs for practical implementation on the ground.</p> <p>5.5 Africa Regional PRD team will set up a "RMiE" roster with suitable profiles, to be activated in future emergencies</p> <p>5.6 Africa Regional PRD will work with Reg DCPRR/NSD/PSK teams to include "RMiE" guidelines in an integrated capacity development framework, that will become part of the EPoA in Mozambique (and elsewhere in Africa Region).</p> <p>5.7 Linked to this, Reg. PRD will develop a template and guidelines for RMiE and to set up a partner engagement plan for any EA launch</p> <p>5.8 Africa Regional PRD will work closely with RO management / DCPRR to ensure involvement of PRD and proactive engagement with partners prior to an EA launch</p>	<p>Q1 2020</p> <p>Q1 2020</p> <p>Q4 2019</p> <p>Q4 2019</p>	<p>Reg. Head PRD Reg. HR</p> <p>Reg. Head PRD Reg. DCPRR Reg. PSK/NSD Glob. PRD</p> <p>Reg Head PRD Reg DCPRR</p> <p>Reg Head PRD Reg DCPRR</p>
<b>GENEVA</b>				
<b>Accepted</b>	<ul style="list-style-type: none"> <li>Agree that external coordination should be important and standard practice.</li> <li>One of the main functions of the one PRD profile deployed, was external coordination with partners in country, including permanent missions and multilateral agencies. This contributed to partner engagement and increased the visibility of RCRC Movement work and therefore of funding.</li> </ul>	<p>5.9 PRD will adopt a similar model as Mozambique for future PRD deployments to support operations. For Mozambique, IFRC PRD with the HoCO will invest in more advocacy with donors to showcase the RCRC approaches.</p> <p>5.10 A Donor Advisory Group (DAG) field trip to Mozambique in Nov. 2019 came late in the response. In future, PRD would work with the RO and the field to set up earlier field trips for specific donors (OFDA, DFID etc) to better promote our multi-sectoral, community-focused approaches to response and recovery.</p> <p>5.11 Global PRD will work with Reg. PRD and Global / Reg. DCPRR/PSK to review "RMiE" guidelines (see above)</p>	<p>Ongoing</p> <p>Ongoing for future ops</p> <p>Q1 2020</p>	<p>Glob. Hd PRD Reg PRD Relev. HoCOs</p> <p>Glob/Reg. PRD</p> <p>Glob/Reg. PRD</p>
<b>Accepted</b>	<ul style="list-style-type: none"> <li>While National Societies in general have some level of engagement in the HCT and the shelter cluster working group, efforts need to continue at all levels for NSs to have the capacity to take up the role and surge responders to understand the role of IFRC / NS in inter-agency coordination.</li> </ul>	<p>5.12 Emphasize the specific Shelter Cluster (SC) lead role of the IFRC and NSs in training of surge responders and support for IFRC engagement in wider cluster and external coordination forums (Global Surge trainings at global and regional levels)</p> <p>5.13 Continue to strengthen NS capacity to engage with and take on ongoing responsibility for Shelter Cluster coordination.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>DCPRR – Surge and SC Coord PSK – Policy &amp; Diplomacy DCPRR – SC Coord HoC / HoCCST</p>

	<ul style="list-style-type: none"> <li>For IFRC, inter-agency coordination at the country level (especially, in times of response) is a necessity. If not, the IFRC risks isolating itself practically, strategically and financially.</li> </ul>	<p>5.14 Guidelines will be developed for IFRC and NSs on engagement with Humanitarian Country Teams (HCTs). This will include guidance on UN processes and terminology that are pertinent to the country level – the cluster system, Country-Based Pooled Funds, Humanitarian Response Plans, Humanitarian Needs Overviews etc.</p> <p>5.15 Training materials will also be developed for National Societies, Heads of Country Offices and Clusters onboarding, Surge training etc.</p>	1 <sup>st</sup> draft by end 2019	PSK - Policy & Diplomacy Team PSK Gva
	<ul style="list-style-type: none"> <li>See link to work on Assessment Cell and coordination with external partners (Rec. 6)</li> </ul>	<p>5.16 DCPRR will draft a Concept Note on the role of the Assessment Cell to clarify the IFRC's role in inter-agency needs assessment and will work to establish Global SOPs for the Assessment Cell, to provide clarity in decision-making in terms of deployment of the Cell, prioritization of IFRC's operational needs for the Cell v. external engagement in coordination between sectors and around the Assessment Cell's functions.</p>	Q1 2020	Glob DCPRR (Surge / IM)
<p><b>Recommendation 6: Refine promising new surge tools</b> - New Surge tools (the assessment cell and non-'operational' functions) provided added value, with further development required and investment in building expert capacity for more predictable deployments in the future. <i>(see annex for Enabling Steps, including further developing the three new surge functions (ODiE, VMiE, and PRD Advisor) and including them in the Surge "toolbox", developing job descriptions, deployment criteria and expert capacity in all three areas, further developing practical tools, such as the OD/NSD framework for emergencies, updating the assessment cell concept from the lessons learnt (particularly for Phase 2) and in collaboration with operational, technical and S/MS leads, and building an expert pool for the assessment cell function or an ERU)</i></p>				
Management Response	Decision Rationale	Action/s to be taken	Timeframe	Responsibility
<b>AFRICA REGION</b>				
Partially Accepted	<ul style="list-style-type: none"> <li>Early deployment of ODiE, Civil Military (CMiE) and PRD Advisory / RMiE capacity to Mozambique was successful and the RO welcomes the recommendations in this area.</li> <li>Maintaining adequate Reg.Surge capacity (numbers and expertise) is a matter of concern for the RO. Efforts are being made to</li> </ul>	<p>6.1 Africa Regional IM team, in coordination with DCPRR (surge desk) will update the Africa Operations Room with necessary information and reference materials</p> <p>6.2 Future potential regional surge team members will be trained on the new competency framework and RO management will ensure that each team has an overview of the number of trained personnel in each area, including in ODiE, CMiE, PRD, Assmt Cell and Fin/Admin (Support / Mgt Services)</p>	<p>End Nov 2019</p> <p>End Dec 2019</p>	<p>Reg DCPRR Glob. DCPRR Reg IM Reg DCPRR Relevant Reg. teams</p>

	<p>strengthen key profiles through training, skills development to ensure available capacity in Reg. Surge profiles and Ops Mgt across different locations</p> <ul style="list-style-type: none"> <li>The operation profiled IFRC's value in inter-agency coordination in the field, which was a success. The RO welcomes the RTE's concern regarding how to balance internal operational interest v. external engagement in the work of the Assessment Cell and IM</li> </ul>	<p>6.3 Africa RO will ensure there is a functional surge desk for Africa, an updated surge database and updated SOPs for regional surge. This work will take into account recommendations and practical learnings from this RTE to strengthen the Africa regional surge system.</p> <p>6.4 Africa RO and Reg DCPRR will work closely with the Global DCPRR / Surge team to further develop the targeted use of the Assessment Cell in future operations.</p>	<p>End Dec 2019</p> <p>Ongoing</p>	<p>Reg. DCPRR Glob DCPRR Reg. HR</p> <p>Reg. DCPRR Glob DCPRR</p>
<b>GENEVA</b>				
<b>Accepted</b>	<ul style="list-style-type: none"> <li>The RTE recommendation around surge competencies and tools is well acknowledged and in line with planned adaptation of the tools based on initial deployment learning</li> </ul>	<p>6.5 Global DCPRR is working on finalization of the surge capacity catalogue of services, which will give an overview of available surge resources for emergencies</p> <p>6.6 The team is also finalizing an update of the "technical competencies framework" and the three role profiles mentioned in the recommendations (ODiE, VMiE, Mvt Co).</p> <p>6.7 An Assessment Cell Deployment Lessons Learned Report will be carried out and the lessons incorporated into the work of the Assessment and Planning in Emergencies Reference Group, as part of the ongoing work of the Surge Optimisation process.</p> <p>6.8 In parallel, DCPRR will draft a Concept Note on the role of the Assessment Cell to clarify the IFRC's role in inter-agency needs assessment and will work to establish Global SOPs for the Assessment Cell, to provide clarity in decision-making in terms of deployment of the Cell, prioritization of IFRC's operational needs for the Cell v. external engagement, coordination between the Cell and technical sectors and the Assessment Cell's functions. This will ultimately consider the longer-term feasibility of an 'ERU for Assessment and Planning". This will all be done with active involvement of all 5 Ros</p>	<p>6 months</p> <p>End 2019</p> <p>Q1 2020</p> <p>Q1 2020</p>	<p>Glob DCPRR (Surge)</p> <p>Glob DCPRR Dir of HR</p> <p>Glob DCPRR (Surge / IM)</p> <p>Glob DCPRR (Surge / IM) All 5 ROs</p>

<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>The NSD team accepts the recommendations in line with Enabling Steps 6.1 and 6.2</li> </ul>	<p>6.9 The Global NSD team is leading on the development of a “NSD in Emergencies Framework”, to ensure we have the right tools and systems in place to support ODIE and to support the integration of the approach across the whole network. As part of this, the team are working on:</p> <ul style="list-style-type: none"> <li>- Finalisation of JDs for ODIE and Volunteer Management (VMiE)</li> <li>- Building a pool of experts on NSD/OD and operations – this will include working with interested NS to help build capacity and a pool of experts in this area</li> <li>- Finalisation of NSD in Emergencies approach, including implementation guidance and a toolbox</li> <li>- Extending the approach to situations of conflict, protracted crisis and complex emergencies in cooperation with the ICRC</li> </ul>	<p>End 2019</p> <p>End 2019</p> <p>2020 onwards</p> <p>End 2019</p> <p>2020 onwards</p>	<p>Globl Hd NSD ODiE Adviser</p> <p>ODiE Adviser HR</p> <p>ODiE Adviser HR/DCPRR (Surge)</p> <p>ODiE Adviser Globl Hd NSD</p> <p>ODiE Adviser ICRC</p>
<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>For this response, two PRD functions were deployed – 1 for one month to build and strengthen partnerships with the donor community in Mozambique, the other deployed for a longer period to deal with pledge and grant management, proposal writing, donor compliance and partner engagement. The operational team welcomed these profiles, to provide support with partner engagement.</li> </ul>	<p>6.10 Global PRD is working to develop a PRD roster and relevant training, in coordination with the DCPRR Global Surge team, to ensure a pool of experienced PRD/RMiE staff are ready to deploy to the field to fundraise for EAs with donors in-country or near the field.</p> <p>6.11 The PRD team will promote this roster in order to ensure an adequate number of candidates are ready to be deployed in case of emergencies. These profiles should be ready to be deployed early in the response and DCPRR should include PRD/RMiE deployment as early as possible to support fundraising for our EAs</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Glob PRD</p> <p>Glob PRD Glob DCPRR (Surge)</p>