

Management Response to the Real Time Evaluation (RTE) of the IFRC 2011 MENA Civil Unrest Operation

December 2011

Background

The social and political changes brought about by the “Arab Spring” were as profound and extensive as they were unexpected. The speed at which the crisis developed and spread across the region surprised even the most seasoned analysts. Its humanitarian consequences were far-reaching and the humanitarian community had to scale-up its response rapidly in a very challenging and fluid environment. The crisis is far from over, with continuing protests in Syria and Yemen, uncertain prospects in Tunisia, Libya, and Egypt, and potential outbreaks of unrest in other countries throughout the region.

The International Federation of Red Cross and Red Crescent Societies (IFRC) mobilized essential human, material, and financial resources to address the humanitarian needs of the affected population. A Preliminary Emergency Appeal was launched on 1 March 2011 for CHF 4,458,090 to assist 100,000 beneficiaries for six months. This has been revised three times to date, with the current Appeal seeking a total of CHF 15,145,920 to support 300,000 people up until the end of December 2011. Thousands of Red Cross and Red Crescent staff and volunteers were mobilized to provide vital humanitarian assistance, in many cases risking their own lives and suffering severe hardship conditions to help others.

The IFRC is committed to a culture of transparent accountability to its stakeholders. As outlined in Strategy 2020, our accountability principles include commitments to explicit standard setting, openness in monitoring and reporting, transparent information-sharing, meaningful beneficiary participation, effective and efficient resource use, and systems for lesson learning and responding to concerns and complaints. RTEs are one of the tools, among others, IFRC uses to meet some of these commitments, and reflect an increased effort by IFRC to learn and improve future disaster response. RTEs are not only relevant for the Federation Secretariat but also for all Movement partners involved in the response. They promote trust and transparency and provide opportunities for partnership and cooperation in addressing some of the gaps and weaknesses in the operation as well as in the overall Red Cross and Red Crescent disaster response system.

Evaluation Process

In compliance with the IFRC Framework for Evaluation, the Under Secretary General for Programme Services (USG PS) of the IFRC commissioned an RTE of the 2011 MENA Civil Unrest operation (MENA RTE). The MENA RTE was carried out through an extensive consultation process of key stakeholder groups, including the IFRC Secretariat at the Headquarters, Zone office, and field levels, National Societies, the ICRC, and other partners.

The RTE process through to final report and management response was managed and supported by a representative of the MENA Zone office, the Planning and Evaluation Department (PED), and the Disaster Services Department (DSD). The RTE was carried out by a three-person team comprising an independent consultant (team leader) and two team

members from Partner National Societies, the Australian Red Cross and the Norwegian Red Cross. Additional funding earmarked for the conduct of the RTE was provided by the British Red Cross.

The purpose of the MENA RTE was to inform continued response and preparedness in the MENA region, as well as future global emergency relief operations. Particular emphasis was placed on the overall management and performance of the response and related preparedness actions, and how effective they were in delivering services to the people most in need. As such, the RTE focused on the three following specific objectives:

1. **Efficiency and effectiveness of operational management:** to what extent have internal systems, structures and mechanisms affected the management and timely and cost-effective service delivery.
2. **Coordination:** to what extent the IFRC response was managed in a cohesive and effective manner, including communication, collaboration, and coordination among key stakeholders.
3. **Preparedness:** to what extent were contingency planning and basic response preparedness measures planned and carried out in an effective, efficient, relevant and appropriate manner - at country, regional and Zone level.

The results of the MENA RTE have been limited by the wide scope and regional nature of the operation as well as the lack of information in several of the affected countries. Limited IFRC presence, lack of documentation, unstable security situation and access, and the sensitive character of the operational context constrained the capacity of the evaluation team to gather and analyze sufficient data and facts to thoroughly assess the ongoing response in some of the affected areas. Therefore, the final RTE report has understandably missed some relevant background information that may have helped clarify and refine various findings and recommendations.

A first draft of the MENA RTE report was shared with all interviewees for input and feedback on inaccuracies, clarifications, or differences of opinion. These were considered at the discretion of the evaluation team so as to maintain the integrity and independence of the final RTE report, which remains entirely the team's responsibility.

Management Response Formulation and Follow-up

The management response does not constitute an opinion on the accuracy of facts, observations, and conclusions outlined in the report. It focuses exclusively on providing management's view on the evaluation report recommendations. It provides management opinion on the relevance of the recommendations and highlights accepted key areas for improvement.

The management response consists of two sections: first, a narrative summary of the main findings and key issues coming up or cutting across several recommendations, under the heading "Summary of the management response". Second, a matrix of recommendations outlining the detailed management response against each separate and numbered recommendation. The matrix includes the decision whether a recommendation has been accepted, partially accepted, or rejected and the key follow-up action or deliverable including

the timeframe and responsible department or unit. It also includes comments providing additional information or clarification regarding the recommendation and how it has been interpreted, any progress already made or actions taken to address the recommendation, or the reasons for rejecting or partially accepting the recommendation.

Key follow-up actions and deliverables as outlined in the matrix of recommendations will be incorporated into the work plans of the departments and units responsible for implementation. Monitoring and reporting on progress of planned follow-up actions shall then be integrated into the regular IFRC Performance Management System (country, region, zone, and/or global plans and reports and individual performance management tools) of the respective departments and units identified in the Management Response matrix.

Summary of the Management Response

The observations, findings and recommendations of the MENA RTE are welcomed as a valuable insight into the operational performance and challenges faced by the IFRC response. The final report provides an **independent view** on the strengths, gaps, and areas for improvement in IFRC's efforts to meet significant humanitarian needs in a complex environment.

The complexity and scale of the MENA crisis posed considerable challenges to all humanitarian agencies. Its wide geographical spread and access and insecurity conditions hampered the ability of response agencies to keep up with the increasing humanitarian needs. In addition, the unexpected nature of the rapidly escalating crisis meant it did not historically form a key part of preparedness planning in some of the affected countries.

In spite of the many challenges, the response of the IFRC Secretariat and its member National Societies has met significant humanitarian needs. For instance, between April 6 and July 18, the RCRC Al Hayat Transit Camp in Tunisia provided humanitarian goods and services to a total of 8,784 people, who spent around 65,000 "person nights" in dignified accommodation with access to food, safe water, health, and sanitation. A total of 147,650 meals, 2,831,000 litres of water, 2,425 health consultations, and access to 49 toilets, 26 bathing rooms and 66 water taps were provided in the camp to people fleeing the conflict in Libya. Management suggests these and many other accomplishments of the operation should have been better highlighted in the MENA RTE report so as to also recognize, promote and celebrate our collective achievements.

The value of RTEs lies as much in the journey through the process as in the final product. Through the many interviews and debriefing activities in Tunisia, Amman and Geneva, the evaluation team has been able to provide real time feedback to operational players, leading to immediate corrective action to address critical gaps. Recommendations have been accepted or rejected on the basis of their relevance at the time they were made. It should be recognized that significant progress has been made to date or is currently ongoing in addressing identified areas for improvement. This is described in the follow-up actions and comments to each recommendation in the attached matrix.

The MENA RTE final report provides a total of 26 recommendations that respond to the original purpose of informing continued response and preparedness in the MENA region, as well as future global emergency relief operations. **Many of the recommendations address institutional areas of improvement** requiring broader engagement and follow-up action at the global level. This highlights the relevance of RTEs beyond the specific operation under review and the concerned Zone office.

All recommendations have been accepted, either fully or in part. Out of all 26 recommendations, a total of 11 address issues related to efficiency and effectiveness of operational management, while 10 recommendations tackle coordination concerns and 5 concentrate on improving preparedness and contingency planning. The attached matrix provides the detailed management response to all 26 recommendations. Key recommendations and issues that have come up repeatedly or cut across several

recommendations are highlighted below. These issues are not mutually exclusive, that is, one recommendation may reflect one or more of the following themes:

- 1) The **lack of an IFRC position on camp management** left response teams with little guidance to inform their decisions on operational strategy. The IFRC response in Haiti, Pakistan, and most recently in the Horn of Africa faced similar issues with regards to the extent and nature of its involvement in camp settings. IFRC has therefore established a cross-divisional task force to develop a position on camp management. It is exploring the mandates, roles, activities and capacities of National Societies in camp management as well as identifying gaps and support needs the IFRC may be in a position to address. Initial contact has been established with the ICRC to consider the possibility of engaging in a Movement-wide initiative.
- 2) A range of recommendations, including the need for clearer authority of the IFRC headquarters in Geneva to address gaps and limitations of Zone and field offices in the management and coordination of major disasters and complex emergencies, the call for better documentation of assessments, and the confusion of roles and responsibilities among the various levels of the IFRC Secretariat, highlight the need for **Global Standard Operating Procedures (Global SOPs) for IFRC Secretariat Disaster Response**. This is consistent with findings of previous RTEs and Global SOPs are already in the process of being developed. Following the Pakistan RTE, this initiative was initially scheduled to be completed by the end of 2011, but both lack of funding and limited availability of consultants with the right profile have pushed the timeframe for the project to the second quarter of 2012.
- 3) **There are a number of recommendations that focus on improving programme support functions**, such as security, logistics, resource mobilization, finance and human resources. These include promoting a better understanding of the role of the security advisor versus that of security managers, disseminating guidelines on unsolicited in-kind donations, developing a resource mobilization strategy for the operation, establishing a system to track financial commitments in real time, and reviewing the Zone structure to ensure adequate operational and support capacity, among others. The IFRC will continue or initiate a number of processes to address key areas for improvement in the delivery of programme support services.
- 4) **Global and regional disaster response tools** such a DREF, FACT, ERUs, and RDRTs remain critical to rapidly scale-up response capacity at the country level. In line with some of the MENA RTE recommendations, IFRC will therefore continue its efforts to increase awareness and dissemination of these tools among NSs in the region as well as staff in the Zone and Regional offices, and better integrate them in contingency planning at the country and regional levels. The IFRC will also improve RDRT training in the region, with increased emphasis on civil unrest and conflict situations, in coordination with the ICRC. The use of high level missions will be reviewed and considered as a possible additional surge capacity global tool.
- 5) The MENA operation highlighted once again **the need to better disseminate the practical application of the Fundamental Principles and working modalities of the Movement**. In particular, issues of uncoordinated and unilateral action continue to

pose unacceptable risks to the host national societies and the Movement as a whole. While recognizing the underlying humanitarian drive of the international response efforts of all members of the IFRC, it is critical to operate in a coordinated and cohesive manner so as to make the most efficient use of resources and ensure a harmonized image of the Movement response, consistent with the Fundamental Principles. This is even more important in contexts of civil unrest and conflict.

Since previous RTEs had focused on IFRC internal disaster response systems and processes, it was the original intent of the MENA RTE to place more emphasis on **impact and programme quality and delivery at the beneficiary level**. However, the nature of the response, targeting population in transit, and access constraints in most of the affected countries led the USG PS to commission an RTE with a focus on operations management and coordination. As such, the majority of conclusions and recommendations of the MENA RTE confirm previous findings and key areas for improvement which IFRC is already in the process of addressing but which may still take some time to fully resolve. IFRC however remains committed to shifting the focus of future RTEs.

**MANAGEMENT RESPONSE TO THE REAL TIME EVALUATION (RTE)
OF THE IFRC 2011 MENA CIVIL UNREST OPERATION**

Operations Management

<p>Recommendation 1: Review the current Zone structure and ensure that adequate operational capacity is in place by the recruitment of a full time experienced Operations Coordinator and that appropriate capacity in support services such as Human resources, Finance Management, Resource Mobilization and Planning, Monitoring, Evaluation and Reporting are in place.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	The MENA Zone Office will review its structure with a view to ensure adequate operational and support capacity is in place within available resources to respond to major disasters and crisis in the region.	Start on January 2012	MENA Zone Office
Comments:			

<p>Recommendation 2: Develop an official coaching/mentoring relationship between specific Zone functions in key positions, occupied by new staff and their Geneva counterparts in order to systematize the support provided by Geneva to existing Zone staff. Key positions include, Human Resources, Disaster Management Coordinator, Resource Mobilization and PMER. This should be based on specific identified learning objectives for individuals concerned.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Partially accepted	<p>New colleagues in key field positions mentioned (HR, DM, RM, PMER) have all been supported, briefed, inducted and/or trained in different ways by the respective departments in Geneva. At the time of the civil uprising, a team member was in Amman doing just this for HR, for example. This ongoing support will continue.</p> <p>An official coaching/mentoring system has been addressed by various Business</p>	1 st quarter, 2012	MENA Zone Office in coordination with HR Dept. Geneva

	<p>Process Improvement Teams (BPITs) related to HR, with a specific recommendation to “set up a new professional global briefing and “on-boarding” system for first-time delegates aiming at transferring institutional knowledge from senior to new staff” which was accepted by the GSMT in July. The BPITs recommendations will be further discussed within the HR department and in the BPIT on HR Preparedness in Emergencies. See also response to recommendation 16 in the coordination section.</p>		
<p>Comments: As there are substantial existing methods to guide and support Zone functions, the recommendation is only partially accepted, pending further discussion.</p>			

<p>Recommendation 3: The Geneva Secretariat should “step in” when a Zone office is unable to fulfill its obligations and refuses or delays offers of support without justification. Clear objective criteria that reflect reputational and operational risk should be set to enable this decision making.</p>			
<p>Management Response:</p>	<p>Key follow-up action / deliverable:</p>	<p>Timeframe:</p>	<p>Responsibility:</p>
<p>Accepted</p>	<p>Provision already exists for the SG or USG PSD to mobilize timely operational leadership support to a Zone, region or country office without the request of Zone Disaster Management colleagues.</p> <p>Global Disaster Response SOPs are currently being prepared for GSMT consideration which would assign stronger operational strategic planning, coordination, technical support and quality assurance roles to disaster services department (DSD) for major disasters and complex emergencies.</p>	<p>Draft SOPs to be presented to GSMT in Q1 2012.</p>	<p>Global Senior Management Team (GSMT)/ Under Secretary General Programme Services Division (PSD) / Disaster Services Department (DSD)</p>
<p>Comments:</p>			

Recommendation 4: The IFRC should ensure that assessments are documented in order to ensure that the analysis behind decisions is transparent and as

an opportunity to have a common situational understanding among members.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	<p>Business processes for Federation disaster response operations which include assessment and planning will be defined in the Global Standard Operating Procedures (SOPs) for IFRC Secretariat Disaster Response, and measures will be introduced to make sure that they are adhered to. This may include promoting further use of the Movement Guidelines for Assessment in Emergencies, and strengthening of the approval process for Revised Emergency Appeals requiring documentation of assessments before sign-off.</p> <p>Develop and adapt new technologies to ease data collection and processing in emergencies. A number of projects are already underway: a) data collection tool in KL b) IP mobile phone system for data collection. These tools will be made available to NSs.</p> <p>DSD has developed a concept paper and matrix for a comprehensive information management system for FACT. It is proposed that a Steering Committee is formed with members from the secretariat in Geneva and Zone DM staff, as well as the Canadian and American RC, who have expressed willingness to provide both financial and human resources to develop the process. A well organized information management system will contribute to better capturing and disseminating assessment findings.</p>	<p>Draft SOPs to be presented to GSMT in Q1 2012.</p> <p>New data collection tool is developed by IFRC teams by end of 2012</p> <p>IM system for FACT developed by end of 2012</p>	DSD
<p>Comments: DSD is defining business processes for disaster relief, which encompasses assessment, planning and implementation. These will reflect and further develop the Global SOPs for IFRC Secretariat Disaster Response. Moreover, there is increasing need and tendency within the humanitarian sector to coordinate needs assessments. The IFRC will increasingly be required to share assessment information with IASC partners and use assessment methods that are consistent across the humanitarian sector.</p>			

Recommendation 5: The IFRC should develop a position or policy on camp management ensuring that it considers its added value, the implications for the organization in terms of the required protection and security skills, as well as funding mechanisms for what could be a long term commitment.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	A cross-divisional task force has been established to discuss Federation position and policy on camp management and will conduct research into the mandates, roles, activities and capacities of National Societies in camp management, and the support required in capacity building, tool development, and the promotion of best practice. Discussions are also underway with the ICRC to turn this initiative into a Movement wide initiative.	Research report to be completed by Q2 2012	DSD
Comments: In conducting the research on camp management, attention should be given to existing relevant policies, pledges and other documents, in particular pledge 101 made at the 30 th International Conference which clearly stipulates that there will be zero tolerance towards sexual exploitation and abuse, and promotion of safe environments. Particular focus should be placed on adequate protection mechanisms to reduce the incidence and impact of violence, including gender-based violence, and ensuring that staff and volunteers are aware of the work of other agencies in this area.			

Recommendation 6: The Geneva Secretariat should increase dissemination of Global and Regional Tools such as DREF, FACT, RDRT and ERUs to Zone staff, Regional delegations and national societies.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Partially accepted	DSD is ready to support the MENA DM Coordinator in the dissemination of global tools throughout the Zone. The MENA Zone office will identify key areas in its planning to which DSD (FACT/ERU and DREF desks) can contribute. Dissemination activities as identified by the MENA Zone will be supported by DSD as needed. The MENA Zone office has developed a new booklet on the disaster response tools in both Arabic and English. The draft will be shared with DSD for comments and the	2011-2012	MENA Zone office DSD

	final version will be issued towards the end of 2011.		
Comments: Available dissemination material (ERU) has been shared with the MENA Zone office prior and after the Tunisia operation. Other offers of support to increase the knowledge on global tools were made.			

Recommendation 7: Increase surge capacity in financial management and consider the development and implementation of a system to track financial commitments in real time.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Partially accepted	<p>With regards to implementation of a <u>system to track financial commitments in real time</u>, it is noted that an Excel-based application has been developed and is in use for major operations for local commitments. At present, systematic tracking of procurement and international staff costs is already in place. Together, these costs tend to represent 65% to 80% of total project expenditure in an emergency operation.</p> <p>The development of a system to capture local financial commitments in real time and integrate those commitments into the Federation's financial management and reporting applications is presently planned for development in 2012-2013.</p> <p>This recommendation is also being addressed by the Business Practices Improvement Team on HR Preparedness in Emergencies.</p>	2012-2013	Finance and Information Systems
<p>Comments: There are two recommendations contained in the above, (a) implementation of a system to track financial commitments, and (b) increasing surge capacity in financial management.</p> <p>a. With regards to implementation of a <u>system to track financial commitments in real time</u>, please refer to the key follow-up action above.</p> <p>b. With regards to <u>finance surge capacity</u>, it is noted that:</p> <p>i. The initial surge capacity was provided by way of a senior financial analyst from the finance department in Geneva. The senior financial analyst is one of the most experienced with regard to the Secretariat's financial systems and financial management in disaster response.</p>			

Management notes that neither this individual nor the head of the finance department were interviewed during the evaluation, which would have provided valuable insight into management of finance surge capacity.

- ii. Further, Management notes that Finance as a support function was highly rated based on the survey “with 90% of respondents rating the service from average to very good”, and that there does not appear to be any specific data (e.g. against a benchmark) to support the finding that surge capacity should be increased. Finance surge capacity with respect to Tunisia occurred as planned, with the use of latent capacity from Geneva and the Zone, which Management considers both cost-effective and efficient.

The evaluation does not appear to address many aspects of the internal control element of the Finance function, which Management also considers to be critically important.

Recommendation 8: Increase understanding of the role of the Security Advisor versus that of security managers in the Zone by holding security training for Zone staff, including Country Representatives.

Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Partially accepted	The security unit will continue to conduct and provide security management workshops for field locations. The unit plans to conduct these workshops annually in each Zone, based on discussions with individual Zones. The MENA Zone welcomes the organization of workshops to increase knowledge and awareness on security issues.	Next 12 months and annually thereafter	MENA Zone to request from Security Unit

Comments: The security unit conducted a security management workshop in the MENA Zone in October 2010. In this workshop the roles and responsibilities of security advisors and that of managers in relation to security were clearly outlined. They are also clearly articulated in the mandatory ‘Stay safe’ Management e-learning course and the two ‘Stay safe’ handbooks. The rationale for the partial acceptance is that it is felt the roles are clearly understood; however, managers at times are not prepared to accept and take the decisions needed and often defer to either the Zone security coordinator or the security unit in Geneva for decisions.

Recommendation 9: Re-negotiate the current policy the IFRC’s insurance provider has of hiring consultants for delegate posts of less than three months in order to reduce reputational risk to the organization and personal risk to the individuals hired.

Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
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Partially accepted	No insurance company will accept the risk to cover delegates deployed without proper medical clearance, which is difficult to obtain promptly for an emergency deployment. It is largely an organizational and procedural matter to ensure medical clearance even for short term assignments. HR will work on developing a system that allows for that.	1 st quarter 2012	HR dept / SMT & BPIT on HR Preparedness in Emergencies
<p>Comments: This is a complex issue that relates to the need to ensure proper medical clearance for individuals on a delegate contract, which is difficult to ensure in a short time frame for emergency deployment. The medical clearance issue is the main obstacle to further negotiations with the insurance provider. In addition, it should be noted that normally people are hired as consultants with their own insurance for short period while delegates are being deployed, but in this particular operation many people stayed longer than normal on consultancy contracts (although most were eventually moved to delegate contracts).</p>			

<p>Recommendation 10: Disseminate an explanatory note to national societies in the region explaining the need to stop unsolicited in-kind donations and the potential harm this does during an operation.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	Guidelines on in-kind donations were developed by MENA Zone Logistics and DM units in both Arabic and English and were shared in the recent RDRT training that took place on Oct. 2011. The Zone office will send the guidelines and explanatory letter to all National Societies in the Zone .	Nov. 2011	MENA Zone office
<p>Comments:</p>			

<p>Recommendation 11: Ensure where possible that national or regional purchase of materials is given priority where quality and timeliness of response is not jeopardized.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	Operations management will identify needs and distribution plans, the Global Logistic Services (GLS) will define the best sourcing strategy for each operation.	On-going	Operations/GLS

	The RLU network will continue to identify and increase reliable suppliers in their respective region.	On-going	GLS
Comments: GLS with its RLUs defines the best sourcing strategy for the operational requirements. To facilitate local procurement, the GLS procurement staff needs to be mobilized within the first days of the operation.			

Coordination

Recommendation 12: Continue to use High level missions during the operation to engage with highest levels of national societies and/or authorities. Expand their use to other contexts when needed and consider Joint High Level missions with the ICRC where a Movement approach is required.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	MENA Zone supports the recommendation and already conducted high level missions in coordination with the SG.	Ongoing	DoZ in coordination with SG and GSMT
	The high level mission tool / TORs is adapted from the Haiti EQ response and is already being used successfully in other Zones. DSD will review experiences with the use of high level missions to date in 2012 and consider mainstreaming the concept within the global disaster response tools / global surge capacity development.	2012	DSD
Comments:			

Recommendation 13: In future operations convene, at the earliest possible time and in collaboration with the ICRC, a Movement meeting to agree a strategic framework that underpins the response actions of the Movement in such crises.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:

Accepted	<p>Both DSD and International and Movement Relations staff will be available to provide specific advice and support during operations, including advising on holding operation-specific Movement meetings as soon as possible in the operation.</p> <p>All Zones will ensure relevant staff are aware of existing policies and procedures and (through their DM and HD teams) will agree next steps to ensure Movement Coordination (MC) is included in their contingency planning, and that the MC guidance is widely known, and regularly, automatically and swiftly applied by their field structure during any relevant response.</p>	Ongoing and at the outset of each major disaster response	<p>International and Movement Relations / DSD</p> <p>All Zones</p>
<p>Comments: Several resources already exist (strategies, guidelines, policies), which provide overall guidance on Movement coordination in general and in disasters; this guidance includes the promotion of and guidelines for early Movement meetings and strategic level cooperation and operational planning during response operations. Key resources include:</p> <ul style="list-style-type: none"> • Movement Coordination Guidelines for developing MC Agreements at country level. These reinforce the need for Movement contingency planning prior to disasters and coordinated approach during the Movement's response. This includes the calling of early meetings to share information and strategy; • Draft Handbook on Coordination: Working Together in International Disaster Response. Also promotes the need for Movement meetings early on in Emergency Response; • Seville Agreement/Supplementary Measures Policy and reports to CoD: promotes Movement meetings early in the response and good coordination to look for coherence across the Movement actions; • Strategy for the Movement: encourages improving disaster response by promoting Movement Coordination which includes Movement meetings and good coordination / joint framework. • These points are highlighted in guidance and templates for EA and DREF, which emphasize the key role of the head of operations in ensuring a coordinated Movement approach. 			

<p>Recommendation 14: Expand on work already undertaken in defining roles and responsibilities of the various parts of the secretariat by developing detailed standard operating procedures for operations management.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	Global Standard Operating Procedures (SOPs) for IFRC Secretariat Disaster Response	Draft SOPs to be	DSD

	are currently under development and will be completed in the first quarter of 2012. The Global SOPs will consolidate, streamline, and update existing procedures and practices and fill current gaps in the Secretariat Disaster Response process. This exercise will help clarify roles and responsibilities of all Secretariat stakeholders at the different levels or locations to ensure a streamlined response in the current decentralized context.	presented to GSMT in Q1 2012.	
Comments: Although this initiative was initially scheduled to be completed by the end of 2011, funding constraints and limited availability of qualified consultants with relevant experience in the development of SOPs has delayed completion until the second quarter of 2012.			

Recommendation 15: Re-motivate and refresh the working spirit of the Zone office, delegating the appropriate levels of responsibility to individuals ensuring they have adequate technical and managerial support and prioritize cross-departmental work.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	The MENA Zone office senior management will encourage dialogue with and support all Zone staff to strengthen teamwork and stimulate positive working relationships. This will be done through regular individual and team meetings, team projects, and discussing career development paths in the context of the internal IFRC performance management system.	Ongoing	MENA Zone office
Comments: Discussed in special session with Fed. Rep. and staff during the Zone meeting, Sept. 2011 and ongoing.			

Recommendation 16: Re-establish a constructive working relationship between Geneva Departments and relevant Zone departments and functions by undertaking a workshop to reflect on this report and lessons learned from the operation with the explicit aim of improving future collaboration.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:

Partially accepted	<p>The need to improve working relationship is accepted by MENA Zone and Geneva offices, although not necessarily through a workshop or solely based on this report.</p> <p>The concern has been discussed and a series of options are being considered. This includes: discussions between the Zone-based staff and Geneva-based staff to build teamwork and confidence; targeted exchanges and briefing meetings with key zone team members visiting Geneva for briefings and Geneva staff visiting the zone to discuss and progress key issues; side meetings at future global meetings to build areas of mutual support and joint working.</p>	Ongoing	Geneva and MENA Zone offices
<p>Comments: A facilitated workshop is not considered necessarily the most appropriate or effective avenue to improve the working relationship between Geneva and Zone offices. However, all recognise the need for regular communication as important and beneficial to the quality of IFRC actions during disaster response.</p>			

<p>Recommendation 17: Communicate with members both through regular operations updates and where information is too sensitive use internal communication methods to disseminate the information.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	The regular operations updates have continued, and additional efforts have been and will continue to be made to communicate sensitive information through internal dissemination methods.	Ongoing	MENA Zone Office
<p>Comments: It is challenging to strike the right balance between meeting information needs of partners and safeguarding the neutrality and independence of affected National Societies in contexts of conflict and civil unrest.</p>			

<p>Recommendation 18: Ensure that the IFRC has an adequate presence to carry out its role and obligations in countries where it currently does not have a regular international presence namely Libya and Yemen.</p>			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:

Accepted	IFRC has been represented in Libya by a programme coordinator based in Benghazi since August 2011. In Yemen, a Federation Representative has been in place since September 2011, currently based in Amman due to security concerns but with regular travel to Yemen.	Ongoing	MENA Zone Office
Comments: The RTE field mission took place at a time when there was no IFRC presence in Libya and Yemen. Since then, new staff has been recruited and the recommendation has therefore already been acted upon.			

Recommendation 19: Disseminate throughout the region and at every opportunity the Fundamental Principles and working modalities of the Movement in order to sensitize member national societies and their Governments against unilateral action.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	<p>A plan for dissemination was started in August 2011 during internal meetings, and has further been included in the MENA Zone office plans for 2012.</p> <p>The principles and values (P&V) department will work with the MENA Zone office on promoting and explaining the practical application of the fundamental principles, particularly the principles of unity and universality through P&V materials for Zone/National Society's staff, as well as dissemination material for Governments, in the working language of the region; on-line and in-person trainings for National Society staff which highlights the practical implementation of the fundamental principles in their daily work through practical examples; sessions on the FP as part of the programme at every regional meeting/training.</p> <p>The Principles and Rules for Disaster Relief are in the process of being reviewed there is a plan to hold a consultation meeting in the Zone in 2012, including a discussion on issues of multilateral, bilateral and unilateral assistance.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Meeting to be held in 2012</p>	<p>MENA Zone Office</p> <p>P&V department</p> <p>Zone office</p>
Comments:			

Recommendation 20: The MENA Zone working closely with the Geneva Secretariat and PNS should develop a Resource Mobilization strategy for the operation.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	A Resource Mobilization Coordinator position was advertised to recruit MENA RM Coordinator to develop and implement a RM strategy for MENA Zone, identifying, developing and coordinating resource mobilization opportunities for the operation and for long term programmes.	November 2011	MENA Zone in coordination with RM department GVA
Comments:			

Recommendation 21: The Geneva Secretariat should finalize the ECHO multi-stakeholder procedure currently being developed in order to ensure clarity on the process of application and entitlements to funding.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	<p>A working group has been established which has developed a first draft of the guidelines on the multi-stakeholder procedure.</p> <p>A meeting with the heads of relevant departments (logistics, finance, human resources and resource mobilisation) will review the draft and discuss modalities for finalising the guidelines.</p>	Tentative: 1st quarter 2012	RM Department
Comments: The process of drafting the guidelines has raised a number of technical issues in IFRC system which need further analysis and management decisions to facilitate the administration of the ECHO multi-stakeholder procedure.			

Preparedness and Contingency Planning

Recommendation 22: Working with national societies, develop specific scenario based contingency plans ensuring that the Zone has a complementary one that reflects the resources of the wider Federation including the Global tools.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	The MENA Zone office and Disaster Management Steering Committee are currently establishing a joint team that will be carrying out coaching visits to support NSs with their own contingency planning development. The revision of the contingency planning guidelines have been finalised and will be used for this purpose by the MENA Zone.	End of Feb. 2012	MENA Zone Office
Comments: A disaster preparedness officer has also been recruited and will support the development of contingency plans across the region. A global response preparedness workshop is planned for January 2012 which will work on developing a long term approach and strategy for supporting the development of contingency plans for the priority NSs.			

Recommendation 23: Re-train RDRT members with a specific emphasis on civil unrest and conflict situations (through improved training with refreshers and updated technical profiles) recognizing the important role they may play within their national societies and for the Movement. This should be done in close collaboration with the ICRC and using the Safer Access model.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	An RDRT training for Middle East and Gulf NSs was organized in Iran on 21-29 Oct. A joint ICRC-IFRC team facilitated the exercise. A second RDRT training for North Africa region NSs has been organized and is scheduled to take place on 16-23 Dec. 2011 in Morocco. This training will focus on shelter and migration (dealing with population movement).	End of 2011	MENA Zone Office in coordination with Geneva
Comments: Other relevant actions include the recruitment of an RDRT officer for the Zone office and the development of an RDRT field manual by the MENA Zone office in English and Arabic.			

Recommendation 24: Develop with Geneva Information Systems Department and test the Disaster Response Information System (DRIS) as a Zonal disaster preparedness information management tool (including for management of RDRT members) enabling effective and efficient disaster response.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	The DRIS system is now in place at both Zone and NSs levels, and technical support was offered to NSs in the Zone, in addition to the training workshop last August for 12 NSs from the region. RDRT management is also a core component of the system.	Done	MENA Zone Office
Comments:			

Recommendation 25: Continue to assess national society capacity needs and how best to address these in a systematic way, ensuring that as national societies go through organizational change and development they retain the fundamental principles and that appropriate procedures are followed.			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:
Accepted	MENA Zone office OD plan for 2012 includes NSs' capacity assessment & building. MENA DM Steering Committee identified the key priorities for DM area at NSs and Zone levels, and the DM strategy is being updated to reflect the new needs and trends. See also the principles and values action point for recommendation 19.	2012	MENA Zone in coordination with Geneva Learning & OD Dept. and P&V Dept.
Comments:			

Recommendation 26: Consider opportunities to address and advocate for International Disaster Response Laws (IDRL) which could facilitate issues such as visa and customs clearance.			
Responsibility for providing management response: MENA Zone office (lead) and Legal department (IDRL) GVA			
Management Response:	Key follow-up action / deliverable:	Timeframe:	Responsibility:

Partially Accepted	<p>An IDRL “high level” event is being organized for April 2012. The meeting will focus on cross-border operations cooperation in addition to legal support in terms of relief workers deployment and relief items delivery.</p> <p>Technical training for NSs will be organized after the high level meeting.</p>	April 2012	MENA Zone in coordination with Geneva IDRL dept.
<p>Comments: While the opportunities to address and advocate for IDRL in the Zone is accepted and strongly supported, it should however be clear that IDRL does not contribute <u>directly</u> to the ability of IFRC to get visas and customs facilities, which remains a Status Agreement issue (depending to some extent on who the actors are who are seeking the facilities). Clarity around these points should form part of the IDRL support in the Zone.</p>			