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Disaster and Crisis Management (DCM) Annual report 2013

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of Red Cross and Red Crescent Societies

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Period covered

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Photo: Philippine Red Cross staff and volunteers distribute relief items after the devastating impact of Typhoon Haiyan (November 2013).



Overview

While the humanitarian impact and consequences of major disaster events

such as the Syria Crisis and its implications on neighbouring countries, the Philippines Typhoon Haiyan and Central Visayas Earthquake was very significant, the on-going volume of core DM disaster response work (Emergency Appeals) was quite low in 2013 compared to previous years because of the lower number of major disaster events recorded. The volume of DREF-funded operations to respond to small-scale, national level disasters and health emergencies remained high despite some annual variances and continues to grow.

The Disaster and Crisis Management (DCM) department's major achievements in 2013 included strengthening the IFRC's policy framework through the robust consultation process for the revision of the Principles and Rules for Red Cross Red Crescent Disaster Relief that successfully resulted in endorsement at the November 2013 General Assembly in Australia. Related work on developing a holistic disaster management policy also had a positive impact on operationalizing the IFRC's DM mandate. Meanwhile, ongoing work on key strategies and procedures continued with a focus on adapting the IFRC's systems to work more efficiently within the decentralized operating model.

Progress has also been achieved on advancing **cash transfer** with the team working on a number of levels to mainstream and institutionalize appropriate cash based programming as a complement to in kind assistance. As a key member of the **Cash learning platform (CaLP)** the IFRC has contributed its tools and learning on cash transfer and has built cash learning and knowledge within the humanitarian sector in partnership with the Livelihoods Research Centre, culminating in a successful cash transfer preparedness pilot in 4 countries (Vietnam, Philippines, Senegal and Chile). Based on this preparedness work with the Philippines Red Cross and supported by the global cash team, the IFRC has been able to deliver IFRC's biggest cash transfer programme in

response to Typhoon Haiyan in the Philippines: over 45,000 households were reached in the first four months of the operation. This is a first in the humanitarian sector and proves both within and externally that the IFRC can be a leader in **cash-based humanitarian response**.

The reinforcement of the IFRC's **surge capacity** was also a solid achievement in 2013 (and into early 2014) with the deployment of the 3 HEOps to key responses, including all 3 deployed to respond to the Syria Crisis (in Lebanon and Jordan) and 2 to the Haiyan response in the Philippines. In addition, they supported operations in the Sahel, Nigeria and CAR, and DCM is now moving ahead with the Developing HEOps initiative with staff and volunteers from National Societies from around the world to serve as response managers of the future. Field Assessment Coordination Teams (FACT) were deployed to the DRC, Chad, Mozambique and Philippines, while ERUs provided vital support to Mozambique (2 ERU's), Chad (3 ERU's), and Philippines (13 ERU's). DCM is also making progress on furthering the development of surge information management tools and capacity with the support of the American Red Cross.

To improve planning and systems DCM has also supported the development and piloting of a new **Emergency Plan of Action (EPOA) for DREFs and Appeals** and the rolling out of our new **Contingency Planning guidelines** and supporting National Societies to prepare accordingly.

Highlights of progress in 2013

Working within a four-year strategic plan¹, in 2013 the Federation Secretariat's DCM programme continued the solid progress in building a more robust and flexible Federation-wide disaster management system, aligned to the strategic aims and enabling actions of Strategy 2020 and to the IFRC's Secretary General's objectives and priorities. The 2012 plan also included targets from the Secretariat's 2012-2013 Plan and Budget (*the detailed DCM outcomes, outputs, and progress logframe is attached in Annex A*). In delivering against these targets and striving to improve the Federation-wide DM system, the DCM team worked closely with the other relevant departments in the Geneva Secretariat and with the global DM team in each Zone (including in regional and country locations) and with National Societies. The following highlights major progress in 2013:

- **Policy:** *Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance* was endorsed by the General Assembly in November 2013.
- **Strengthening Movement Coordination and Cooperation** process: resolution adopted at the 2013 Council of Delegates.
- **Operations:**
 - ✓ 19 Emergency Appeals launched for a total of over CHF 175.9m for some 1.3m people.
 - ✓ 26 revised Emergency Appeals.
 - ✓ 99 DREF allocations (for a total of some CHF 18.8m for some 8m people, including the Philippines Typhoon Haiyan that hit in mid-November 2013, where the IFRC deployed the full range of its disaster assets and technical tools in the form of FACT, ERUs, HEOps, Regional Disaster Response Teams (RDRTs), and cash transfers in emergencies.
- **Emergency Plan of Action (EPoA):** for DREF and Emergency Appeal operations, procedures, guidance, and formats finalized and formally disseminated in November 2013.

¹ Disaster and Crisis Management Long Term Planning Framework 2012-2015 available on www.ifrc.org

- Training and development for the **Global Disaster Response Tools** (FACT, ERU, and Team Leader) – a total of some 653 participants from over 70 countries (including delegates, volunteers, and IFRC staff members).
- **Cash Transfer Programming (CTP):** investments into the preparedness capacity of targeted National Societies has been linking scaled-up cash programming to meet immediate needs. Pilot programs, complemented by increasing skills and knowledge around CTP through the development and delivery of innovative trainings (i.e. the CTP online course), are increasingly providing exposure to the programme. The Philippines Typhoon Haiyan response provided a key opportunity for the Philippines Red Cross with support from the IFRC and key PNS to operationalize this approach (over the initial 3 months, IFRC supported the National Society to reach 46,000 households with grants).
- **Relief:** the Emergency Needs Assessment Operational Guidance have been further developed and support given to the IFRC's *Disaster Management Delivery System* (DMDS) in defining detailed relief business processes to inform the DMDS project; an IFRC-wide position on camp management in consultation with technical and Zone colleagues have been further developed.
- **Recovery programming:** development and dissemination of the IFRC recovery programming guidance tool along with a modular recovery training module for National Societies.
- **DM online certificate course**, in partnership with the Tata Institute for Social Sciences (TISS), successfully launched with over 60 students participating in 2013 -2014 in two cohorts.
- Memorandum of Understanding (MoU) with the **International Search and Rescue Advisory Group** (INSARAG): signed in Geneva on 1 November 2013 that revitalizes and formally establishes the relationship and working modalities.
- **Sphere Project:** hosting agreement successfully completed with a smooth transition to their new host, the International Council for Voluntary Agencies (ICVA).

Operations support

Disaster response trends for most of 2013 were generally similar to those of previous years with fewer large-scale sudden-onset disasters, but ongoing small to mid-scale seasonal hydro-meteorological events and several slow onset disasters or complex emergencies related to civil unrest and population movements that challenged ways of working and that required the development of (or adjustment to) new, more flexible, and innovative humanitarian approaches. Global hydro-meteorological events (floods, cyclones and storms) continued to be less frequent in 2013 than the ten-year average. The 2013 Atlantic hurricane season proved to be the least active in thirty years. On average (1981-2010 data), 12 tropical storms form during an entire season, 6-7 of those go on to become hurricanes, and 2 of those reach major hurricane intensity (category 3+). In 2013, there were 13 tropical storms, but only 2 classified as hurricanes and no major hurricanes. Even the two hurricanes that formed were just briefly minimal category 1 storms.

El Niño-Southern Oscillation (ENSO) indicators in the tropical Pacific (e.g., tropical Pacific sea surface temperatures, sea level pressure, cloudiness and trade winds) since the second quarter of 2012 have generally been at neutral levels, indicating that neither El Niño nor La Niña conditions have been present. Outlooks and predictions from climate models and expert opinion suggested that oceanic conditions and atmospheric anomalies associated with El Niño or La Niña are most likely to remain neutral well into 2014.

Given the general climatic trends described above, IFRC's DM operational focus during much of 2013 had been on the evolving humanitarian crisis in Syria (and the population movement in

neighbouring countries) which required on-going DCM engagement and support to the MENA Zone and National Societies of the region. The major typhoons that hit the Philippines and Vietnam in 2013 prompted a renewed focus on the standard response tools with Emergency Appeals launched for both countries. This was followed by the Philippines Typhoon Haiyan operation in November 2013 -- a major large-scale disaster -- the required the full use and scope of the IFRC's standard disaster response and programming tools in support of the Philippines Red Cross in the form of FACT, Emergency Response Units (ERUs), Heads of Operations (HEOps), Regional Disaster Response Teams (RDRTs), and cash transfers in emergencies to support the Philippines Red Cross in delivering assistance to a total of some 500,000 people.

The majority of Emergency Appeals (11 of 19) launched in 2013 were for African National Societies, and 9 of the 19 Appeals launched were for slow-onset disasters, such as drought, food insecurity, and population movement. The two most prevalent types of fast onset disasters were hydro-meteorological in the form of floods (3), typhoons (2), and cyclones (2). Health emergencies also demanded scaled-up support through DREF and other global disaster response tools, for example for the cholera in Haiti and the Dominican Republic.

The table below provides an at-a-glance comparison of 2010 – 2013 Emergency Appeals (launches) and DREF (allocations). The full list of 2013 Emergency Appeals is listed as Annex 2 at the end of this report. ^[1]

Year	N° of appeals	Budget (CHF million)	N° of people	N° of DREF's**	Allocations (CHF)	N° of people
2010	29	448.7	10,659,998	138	22.6m	9,528,472
2011	31	160.2	4,099,457	113	19.1m	13,067,900
2012	32	239.6	8,932,186	135	22.8m	10,610,649
2013	19	175.9	1,367,312	99	18.8m	8,065,968

** allocations for DREF operations as well as start-up loans for Emergency Appeals

Throughout 2013 the DCM team worked hand-in-hand with Zones to ensure that the processes surrounding the global tools enabled the IFRC to deliver timely and credible, high quality DREFs and Emergency Appeals. This included close working relations with the DM teams in each Zone to monitor imminent disasters and to develop robust early warning to affectively respond with timely DREF allocations and Appeal launched. Specific to the DREF, the DREF Advisory Group members and donors decision to support the DREF Officer position in Africa proved invaluable, resulting in a qualified individual recruited and assigned to support African National Societies in developing and processing DREF requests. *(for further details please see the separate DREF annual report)*.

In responding to these operations, a major focus of DCM support was the active use and / or flexible deployment of the following components of its global surge capacity:

HEOps: following the successful recruitment and start-up (in 2012) of the three HEOps, in 2013 the HEOps established and consolidated their support with the deployment to key responses, including all 3 deployed to respond to the Syria Crisis (in Lebanon and Jordan) and 2 to the Haiyan response in the Philippines. In addition, they supported operations in the Sahel, Nigeria and CAR, and DCM is now moving ahead with the Developing HEOps initiative with staff and volunteers from National Societies from around the world to serve as response managers of the future.

When not operationally deployed the HEOps undertook the following 'peacetime' activities with a focus on the following:

- facilitation and mentoring support for FACT inductions;

^[1] DREF Annual Report is available on www.ifrc.org

- mentor support for the IFRC FACT/RDRT team in the Triplex 2013, a simulation exercise that took place on the border between Denmark and Germany from 27 September-4 October 2013;
- co-facilitation of contingency planning workshops in Malawi and Zambia in November 2013;
- Support to the Team Leader training in Finland, and the Camp Management study with field missions to Jordan and Kenya.
- Facilitator and mentor support to the November / December 2013 Americas field school that took place in the Dominican Republic.
- Support to the Movement coordination contingency planning workshop took place in Tel Aviv from 14-16 July 2013.
- Participation by all 3 HEOps at a six week 5-5-5 coaching course in order to prepare for the task of coaching and mentoring the future developing HEOps.
- Represented DCM in the Better Programming Initiative (BPI) follow-up workshop on 21 August 2013 together with colleagues from CPRR and various PNS.

FACT: deployments were undertaken to support three operations -- the Mozambique floods response (a six-person team); the Democratic Republic of Congo population movement operation (a three-person team); and the Philippines Typhoon Haiyan response (a 20+ person team). Around these deployments, the surge team also organized two FACT induction trainings, the first in Australia in April 2013 for 35 participants from 20 countries, the second in Montenegro in September 2013 for 35 participants from 18 countries.

Both involved a full field simulation and the use of the innovative IM tools and systems (SIMS) initiative intended to support improved information gathering, analysis and dissemination. D. Francis managed and participated in the Surge Capacity Team Leader training development meeting in Washington DC in October 2013, followed by the Team Leader training in Finland in November 2013 (17 participants).

In terms of FACT and ERU training, in 2013 a total of some 653 participants from over 70 countries (including delegates, volunteers, and IFRC staff members) were recipients of some form of Global Disaster Response Tools (FACT, ERU, and Team Leader) training and development. This included the ongoing effort to identify and train people experienced in cash transfer and livelihoods to expand this skill base on the FACT roster. In terms of joint FACT / ERU collaboration, the annual working group meeting held in Vienna, Austria in May 2013 provided a vital forum for 18 National Societies, the Geneva-based technical departments, DCM's surge desk and four Zone DM Coordinators (AFR, EU, ME and AP) up, focusing primarily on adaptations of and improvements in FACT and ERU for emergency response in slow-onset disasters. Recommendations and action points covered flexible HR solutions, a professionalization of certain technical profiles, increased options for joint (ERU) deployments, Cash Programming Transfer in emergencies, and new and innovative ways of training staff.

ERU: a total of 18 partner National Societies currently form the base for ERU support, with up to 725 staff ready for deployment. A total of 19 ERU deployments took place in 2013 to the following 4 operations:

- Mozambique cyclone and floods: British Red Cross Mass Sanitation Module, Canadian Red Cross Basic Health Care CHM;
- Republic of South Sudan population movement: Canadian Red Cross Rapid Deployment Hospital;
- Jordan population movement: joint Canadian, German, Norwegian, and Finnish Red Cross Field Hospital); following an in-depth assessment by emergency staff from various National Societies, the HEOps in Jordan, and the IFRC's Geneva health department, a proposal was made to deploy a Field Hospital ERU to Jordan to provide secondary health care to Syrian

refugees was written up and shared with the relevant stakeholder donors. The ERU was deployed for the new refugee camp, planned in the Jordanian desert near Azraq and to be managed by UNHCR. Four Hospital ERU maintaining National Societies (Canadian, Finnish, German and Norwegian Red Cross) responded positively to the ERU alert and confirmed their readiness to pool human, financial and material resources in order to undertake this very considerable emergency response task. During the summer of 2013 agreement was found with institutional donors and the Italian Civil Protection, who offered to contribute a physical hospital structure to the operation. Preparations started in earnest in July and a first team of the four operational National Societies deployed to Amman to start (with the support by the IFRC Amman office) preparations for the ultimate deployment, foreseen for September 2013. Coordination with UNHCR in Azraq took place on a weekly basis as well as meetings with Jordanian RCS on their support role in the operation. During August and September the hospital ERU has been built up at the camp site in Azraq. While the camp did not open as expected in 2013, the opening has been confirmed for end-April 2014.

- Philippines typhoon Haiyan: a total of 186 persons supporting the following -- 2 British Red Cross Logistics units; British, American, Danish, and New Zealand Red Cross IT and Telecoms units; Spanish Red Cross WatSan M15 unit; joint Finnish and Danish Red Cross Logistics unit; joint Canadian, Norwegian, and Australian Red Cross Basic Health Care unit; Japanese and Hong Kong Red Cross Basic Health Care unit; joint Finnish and German Basic Health Care unit; joint Norwegian and German Basic Health Care unit; joint French, American, and BeNeLux Relief unit; and a Danish Red Cross Base Camp). Lastly, ERU support was also provided in Togo and Nigeria with one health ERU staff member from the National Society ERU pool deployed to support the National Societies in their cholera operations. This surge support is part of a flexible use of ERU HR outside major operations, where the recruitment of traditional delegates may be a challenge.

In addition to the operational deployments, support in 2013 was also provided to a range of ERU PNS training events, providing up-to-date input from the global perspective. The surge team also contributed to each of the annual technical IFRC / PNS ERU meetings in health, water & sanitation, logistics, relief, IT & telecommunications, and base camp, as well as setting up and chairing the annual IFRC / Partner National Society FACT & ERU Working Group meeting.

DCM's **programme advisory team** made key operational contributions to support field operations in the form of timely technical advice to Zone teams in the areas of response preparedness (contingency planning, early warning), relief (needs assessment, relief tools and guidance) and recovery (recovery guidance and cash transfer).

Operations were supported where appropriate (adhering to agreed guidelines) by the **Real Time Evaluations (RTE)** tool. Following the delay in 2012 of the planned RTE for the Syria Crisis, RTE terms of reference were drafted and reviewed for that operation (mid to late-2013) and the Philippines Typhoon Haiyan (late 2013), with the results due for Philippines in the first quarter of 2014. The Syria RTE (commissioned in 2013) has encountered operational challenges and remains pending.

Technical programming support

In addition to providing vital support to operations, the DCM team also maintains an important responsibility in providing DM technical guidance and tools for the wider Federation membership and to establish and share standards in good DM practice. 2013 saw the team progress in delivering against this in the following areas:

- Beneficiary satisfaction workshop for Europe and Central Asia National Societies in Budapest.
- DM Global Standard Operating Procedures (DMGSoP's) revision process: following the DCM offsite (27 September), a working group was set-up to further refine the current draft with a view to making it available for discussions at the DMWG in Hong Kong (end October) prior to a planned wider consultation within the IFRC DM network. Discussions with respective Zone office have also been carried out within the scope of synthesis with the Zone-specific DM SOP's.
- Emergency Plan of Action (EPoA): was finalized and formally disseminated in November 2013.

Response Preparedness:

The Response Preparedness function carried out the following activities to further DCM's support in this area:

- Together with the Netherlands Red Cross Society, led a week-long response preparedness meeting in August 2013 in Nairobi hosted by the Africa Zone. Attended by National Societies from Chad, Columbia, Lebanon, South Sudan and Uganda in addition to representatives from the Netherlands Red Cross and the East Africa Regional Delegation, the meeting was organized to better implement the Global Response Preparedness (RP) Programme. The overall objective of the RP Programme is to reduce the impact of disasters by contributing to improved disaster response preparedness in five disaster and conflict prone countries, working with the National Societies and with IFRC, to both support the programs in the five countries and to strengthen response preparedness at a global and regional level. The key objectives of the meeting were: 1) to learn from each other, share experiences and share knowledge from response preparedness programs activities in all countries; 2) to develop a common understanding on response preparedness elements e.g. contingency planning, pre-disaster agreements, simulations etc. 3) to streamline expectations on roles and responsibilities - understand what we can expect from each other, and our roles in this program; 4) To have a common understanding on the planning cycle.
- Participated in and facilitated the 2013 TRIPLEX exercise -- a full-scale humanitarian field exercise organized by the International Humanitarian Partnership (IHP). Triplex is a cooperation of seven European civil protection agencies, and the UN Office for the Coordination of Humanitarian Affairs (OCHA). In Triplex 2013 the Red Cross was represented with 4 persons from the German Red Cross, 1 person from Danish Red Cross, 1 person from the Bulgarian Red Cross, 1 person from the Croatia Red Cross, 1 person from Israeli Magen David Adom (IMDA), and 2 persons from the IFRC. After the completion of the exercise the Red Cross team conducted an internal SWOT analysis that fed into the joint exercise evaluation.
- Provided technical and financial support for developing country-specific contingency plans in Africa. More support will be provided in 2014. Also, the process for developing an e-learning Module for the Contingency Planning guide was put in place. Based on the learning objectives a core team will support/monitor the development of the module.
- Finalized (with the RDRT working group) the work plan by identifying a detailed list of activities, lead focal points and the indicative timeframe based on the overall agreed strategic priorities. This will be further discussed and revised accordingly early next year during the Global RDRT working group meeting.
- Provided comprehensive feedback and support to the MENA zone for the development of country contingency plans including Syria – leading to an overall response preparedness plan for the MENA zone focusing on scenario analysis, clearly identified triggers, response planning, surge capacity options, internal and external coordination etc.
- Preparatory work and initial discussions were held with Zone DMCs and/or RDRT focal point for the Global RDRT Working Group Virtual Conference that took place on October 2013. The working group meeting primarily focused on a) information update from all level and

resources secured to date for RDRT and b) organize the agreed strategic priorities into list of activities in order to agree on implementation modalities.

- In July 2013 the Israel Magda David Adom (IMDA) hosted a coordination meeting for Movement partners on contingency planning for the possible event of a major earthquake in the Jordan Valley. The meeting identified a road map for the way forward, including next steps, both at the strategic programming and the logistics side, and some key outstanding issues (the final report of the meeting is attached for your references). The IFRC participated through the Europe Zone DMC, Logistics and DCM department representatives from Geneva, and Norwegian, American, and German Red Cross. The ICRC also participated together with key staff from IMDA and Government representatives from the Ministry of Health and Ministry of Home Front Defense (National Emergency Management Agency). One of the main outcomes of the meeting was confirmation that IMDA expects to be the lead for the Movement response on the ground in the event of a major disaster, crisis or conflict and that their role will go way beyond Emergency Medical Service and Blood Bank services. Clarifying DM reporting lines ahead of any such event was identified as a priority for all components of the Movement.

Relief: the relief portfolio progressed with a focus on the following main activities:

- MoU with the International Search and Rescue Advisory Group (INSARAG): INSARAG and IFRC see an increasing need to renew and reaffirm the partnership and explore mutual areas for greater synergies in disaster response. Based on subsequent discussions an MoU between INSARAG and the IFRC was signed in Geneva on 1 November 2013 that revitalizes and formally establishes the relationship and working modalities.
- Camp management task force: work is on-going on developing a coherent IFRC-wide position on camp management in consultation with technical and Zone colleagues. As part of this a case study for Jordan has been developed in conjunction with the Jordanian RC to analyze the current practices within the National Society in managing and providing service in the camps with recommendations for the development of good practices and necessary guidance for the IFRC.
- Emergency Needs Assessment Operational Guidance: developments proceeded with draft 2 of the guidance produced following a consultation visit hosted by the Tajikistan Red Crescent Society and the IFRC delegation in country. This consultation involved individual and group meetings as well as a workshop to go through some elements of the Guidance including secondary data review and scenario building.
- Community-based comprehensive recovery (COBACORE) initiative: this project is designed to lead the development of an innovative approach for community based comprehensive recovery with a focus on building new tools that support local communities in their needs assessments and recovery planning during post-disaster recovery. During the September-December 2013 reporting period, efforts are underway to sign an MoU with the Netherlands RC to formalize IFRC's involvement in the CABACORE Project.
- Relief business processes: working with the Disaster Management Delivery System (DMDS) and the relief ERU National Society's, the focus continued on defining detailed relief business processes that will inform the DMDS project. More specifically, the Relief Business Task Force has developed detailed relief business processes flow including beneficiary registration and distribution scheduling in consultation with the logistics department and DMDS project manager.
- Supported the facilitation for the development of Relief ERU's: the Spanish Red Cross Relief ERU training held in Spain from 3 – 8 October 2013, with over 27 participants.

Recovery and Cash Transfer Programming (CTP):

Recovery Programming:

The recovery function carried out the following activities in support of DCM's objectives and responsibilities in these areas:

- Recovery surge deployments of the BRCS Household Economic Security HES through 10 missions to support emergency cash transfer programming assessments in Namibia, Philippines, Lebanon, Yemen, Myanmar and Vietnam
- Technical input all IFRC Emergency Appeals and the Asia Pacific recovery mapping process
- Ongoing dissemination of the IFRC Recovery Programming Guidance and associated training package. Secured resources to translate the guidance into IFRCs official languages ready for finalization in 2014.
- The IFRC, ICRC, British RC, and American RC collaborated through 2013 to develop a market assessment toolkit adapted for the RC/RC Movement. Two components of the toolkit exist: 1) Rapid Assessment for Markets (RAM) tool which is designed to provide a quick and basic first understanding of key markets in the immediate aftermath of a shock and 2) Market Assessment Guidance (MAG) which is designed to provide processes and tools aimed to integrate market analysis into the different phases of the project cycle. Training packages will be developed in 2014, with both MAG and RAM e-learning and face to face tools designed for differing audiences but with common sections on advocacy and preparedness. The design element for the training is being completed in 2014 to determine technical aspects of the e-learning, learning objectives and specific competencies to be delivered and the pedagogical philosophy to the training is being clarified and agreed.
- IFRC has joined the Steering Committee of the SEEP Minimum Economic Recovery Standards (MERS) which means the IFRC will have better access to as well as influence of this key Sphere companion standard on recovery.

Cash Transfer Programming:

The following activities enabled the IFRC to progress in 2013 in institutionalizing **cash transfer** programming and promoting the IFRC as a leader in **cash-based humanitarian response**:

- ✓ Preparedness for the following cash pilots with the Senegal RC, Chile RC, Philippines RC and Vietnam Red Cross. All countries progressed well with dedicated technical support deployed to all 4 NS and IFRC country offices. The pilots were evaluated with main findings and learning disseminated to the wider IFRC through a simple guide for NS on preparing for cash based programming that will be developed in 2014. The findings of the evaluation suggest that the Viet Nam Red Cross Society and the Philippine Red Cross have demonstrated a capacity to scale up cash transfer programming in relief. While the Senegalese Red Cross Society and the Chilean Red Cross have the basis to be able to scale up cash transfer programming relief response to future disasters. It is notable that all four National Societies' leadership accepted and supported cash transfer programming as a form of intervention in relief. This reflects a marked change of thinking and practice compared to before this pilot project. The change is reflected through the following achievements:
 - All National Societies have a cash focal point and a critical mass of trained staff and volunteers ensuring that skills, knowledge and experience are retained for future operations.
 - National Societies have templates and tools including those for market assessments, some of which have already been tested, adapted to local context and translated, for use in planning and implementation of cash transfer programming responses in the future.
 - Two of the National Societies succeeded in developing standard operating procedures (SOPs) for cash transfer programming.
 - All National Societies have the basis to sustain cash transfer programming in the future as they have institutionalized the procedures, tools and templates.
 - All National Societies have engaged in external fora and working groups not only sharing their experience, but also to learn from others and to coordinate future responses.
- In July 2013 the IFRC hosted a Global Cash and Preparedness Learning Event in the Asia Pacific Zone attended by a range of stakeholders, from donors, financial institutions, NGOs, UN Agencies and a wide range of National Societies. A final and a range of cash project factsheets are available on FedNet.
- All cash training products (4 day cash training, online cash training and cash ToT) have been translated and are available on FedNet
- A short video featuring the IFRC Secretary General was produced capturing our growing knowledge and experience of using cash transfer programming to meet the needs of people affected by disaster and crises. It is widely recognized that cash transfer programming can be an appropriate and effective tool to deliver assistance to the most vulnerable, and based on the increasing use of cash in emergency programmes, this four-minute video captures the perspectives, reflections and

recommendations of National Society programme staff, talking from their own experiences of using cash in emergency programmes. It is available in all 4 languages.

- Seven cash trainings were carried out in Nepal, Senegal, Chile (2), Philippines, Vietnam and Lebanon with 144 participants trained in the IFRC Cash programming course. 80% of participants noted a significant increase in their knowledge and skills in making evidence based appropriateness and feasibility of CTP, rationalize and justify the use of CTP modalities, management cash programmes with greater skills and confidence, determine cash transfer types, amounts and delivery mechanisms and can advocate effectively for CTP. In addition, Nepal Red Cross senior leadership participated in a half day cash awareness raising module, with a commitment to build on the initial action plan to enable cash to be more routinely considered in response analysis.
- Cash based Programming SoPs were finalized with input from the steering group of Programming, Logistics, Finance, Audit & Risk Management, Security and Legal. A process for good solid consultations with each zone has been put in place with a consultant visiting each zone (November 2013-January 2014) to gather feedback which will be incorporated into the final version which will be approved in Qtr3 2014.
- Disaster Management Delivery System (DMDS) project - Lot 4: A detailed plan was developed by Logistics and DCM to cover the timeframe, budget and detailed activities for first stage of functionality development and associated field test in 2013 to learn and inform the systems development stage. The Senior Office Recovery joined the team in Senegal from 2-6 December 2013 to work with the Senegal Red Cross to test the Disaster Management Delivery System (DMDS) Lot 4. The system was well received by the National Society and proved to improve the timeliness and quality of the cash voucher programme that was implemented. 100 flood-affected households received a voucher that was redeemable in 3 shops for a range of key and basic household items. The Senegal Red Cross and the 9 volunteers welcomed the system that enabled them to deal with the vouchers being encashed at the shops in just a couple of hours after just a short training session. GLS and DCM provided a global update SO Recovery along with Juan Galvez will conduct a demonstration of Lot 4 for Geneva colleagues and key PNS in early 2014. The mission also provided an opportunity for the SO Recovery to meet with ECHO regional representative in Dakar to discuss the current IFRC global cash programming and potential funds for 2014-15.
- A field pilot was conducted with Senegal RC and proved to improve the efficiency and accountability of a small cash distribution to flood affected households. DMDS Lot 4 will be further developed and field tested across 2014 ready to go live in 2015.
- A visit was made to Swiss Red Cross and their cash technical working group to discuss and share priorities and explore future collaboration.
- Cash in Emergencies Officer is a new position reporting to the SO Recovery has joined the DCM team for 18 months.
- European Cash Technical Working Group: the cash team led this 4th meeting in London (22-23 October), attended by eight organizations (IFRC, British Red Cross, Save the Children, Adeso, CaLP, Norwegian Refugee Council, Oxfam, Action Against Hunger) to promote technical collaboration and coordination on Cash Transfer Programming. The focus of this meeting was on capacity building and sharing progress on institutionalization within each organization. Common, priority challenges were identified and were addressed by developing key actions for planned collaboration which can be found in the Cash TWG Report.
- Discussion were ongoing with ECHO to continue their support for the IFRCs Global Cash Programme. Financial and technical support was also provided by the Danish RC, British RC and American RC. The Global Cash Programme needs further funding and technical support to be able to grow its services to the IFRC.

Policy and strategy

The revised Principles and Rules endorsed by the GA in November 2013 as the internal rules governing how the National Societies and their Secretariat ensure their coordination, cooperation and accountability in disaster preparedness, response and recovery in the next two years. The Principles and Rules are applicable to National Societies and the International Federation with immediate effect. For the purpose of relations with Governments, the 1995 version of the P&R remains in force until replaced by a decision of the International Conference in 2015. The Principles and Rules are being widely disseminated in early 2014, with the focus on awareness-raising and promotion of adherence to the principles and rules in the humanitarian response

operations. The progress made and any issues identified in the implementation of the revised P&R shall be reported to the General Assembly in 2015.

Movement Coordination and Cooperation: the 2013 Council of Delegates resolution entitled *Strengthening Movement coordination and cooperation* tasked the Federation and the ICRC to commence a consultation process ensuring the involvement of all components of the Movement. A reference group of National Society representatives (at leadership level) will be established in early 2014 and National Societies will also be engaged through thematic work streams and regional consultation meetings to strengthen Movement coordination and cooperation.

The DCM team supported the Disaster and Crisis Management Advisory Body in their work to oversee the development of an IFRC wide policy framework and a holistic disaster management policy.

Further consultation also took place with Zone and Geneva colleagues to try to gain consensus around a Secretariat DM Strategic Operational Framework (DM SOF) to guide the Federation Secretariat Global DM team with agreed DM definitions and shared understanding and to help outline the future priorities for DM in delivering Strategy 2020. Further work was also accomplished on the development of Movement guidance on working internationally with civil protection agencies

Representation and coordination

Members of the DCM team also carried out key representation, humanitarian diplomacy, and coordination roles to advocate and raise the visibility of disaster response related issues. Some areas of note were:

- **Movement coordination and cooperation:** the Federation Secretariat and ICRC HQs continue working in good collaboration on strengthening Movement coordination and cooperation internally and ensuring coherent approaches towards external actors, in international operations in all contexts. The following four field reviews of Movement coordination and cooperation were commissioned by the Federation Secretariat and the ICRC in July and August: Mali; Philippines; Syria and the surrounding countries; and Haiti. Additionally, 12 survey-based country reviews were conducted. The results of these reviews, other available sources on Movement coordination and assessments of recent performance in response operations informed the Council of Delegates (CoD) background **report on Movement coordination and cooperation**. The senior management of the Federation and the ICRC also jointly prepared a document that outlines their **vision** for strengthening delivery of the Movement's humanitarian response.
- A **draft resolution** called upon all Movement components to renew their commitment to strengthening Movement coordination and cooperation. The resolution will launch a participatory process which engages National Societies during 2014-2015. The resolution suggests a process to strengthen Movement cooperation over the next two years (particularly in the context of operations / complex emergencies) with a focus on the following four areas: Strengthening leadership and coordination roles; Scaling up the Movement's operational preparedness and response; Promoting coherent and well-coordinated internal and external communications; and Exploring new Movement-wide resource-mobilization approaches.
- Effective hosting of the Sphere Project office and representation on the Board of the Sphere Project, contributing to the proposed Joint Standards Initiative (JSI) for greater coherence between the various quality and accountability initiatives across the humanitarian sector: after more than 10 years of hosting the Sphere project, the office moved from the IFRC Secretariat in 2013 to be hosted by the International Council of Voluntary Agencies (ICVA). The move supports the JSI initiative that encourages the inter-agency humanitarian standards organizations to move towards greater coherence including possible merger in the coming years. The IFRC has benefited enormously from its association with this leading inter-agency initiative, and will continue to support the Sphere project and to disseminate the humanitarian standards to National Societies.

- Effective engagement in the Steering Committee for Humanitarian Response (SCHR) Principals and Working Group meetings, contributing to the development of inter-agency positions and work on key initiatives, including:- the IASC Transformative Agenda; the SCHR Certification Project; the Joint Standards Initiative; safety and security of humanitarian workers, and on-going work on “Principled Humanitarian Action”.
- Representation at IASC technical level meetings, launch events for the Syria revised Emergency Appeal, work on further developing the “silent disasters” campaign, and preparation for the DREF Donor Advisory Group meeting held in Q4 2013 (see separate DREF Annual Report).
- Disaster Management Working Group (DMWG) meeting, Hong Kong from 22-24 October 2013: the DMWG effectively served as a key DM preparatory forum for the Statutory Meetings, serving to establish key DM messages for the GA workshops on DM and HD.
- Regular meetings took place with the ICRC Cooperation Division to foster good working relations around operations coordination and on Restoring Family Links (RFL), and for the Movement Relations with External Actors, among other topics.

Information management (IM)

IM continues to be a growing area of focus and work for DCM and is carried out by all members of the team to share and promote their area of expertise and to advocate or share knowledge of key DM issues. Specific projects on information management also took place in 2013 or were initiated in 2013 and will come to fruition in 2014.

- The operations-at-a-glance communications tool was successfully disseminated on a monthly basis throughout 2013, providing Secretariat staff and National Societies with a regular (monthly) snapshot of IFRC operations, together with access (via hyperlinks) to more detailed information on each operation.
- The cash transfer team provided regular cash newsletters, updates, and case studies to highlight the work (and training) carried out in relation to the cash programme with CALP.
- Maps continued to be produced for all Emergency Appeals and a process was established to clarify the status of territories (according to the IFRC) to enable proper operational coding and mapping.
- The Disaster Management Information System (DMIS) continued to be an important tool for field-based and Secretariat staff, with over:
 - ✓ 360 DMIS field reports.
 - ✓ 362 new DMIS users.
 - ✓ 100 maps created.

The field reports reflect the scope of National Society local action and provide a basis for communicating humanitarian response and further needs to the wider membership. In terms of future DMIS development, work was done to support the migration of DMIS to the new FedNet platform for improved access and user-friendliness, and it is anticipated that this will be completed in 2014. The DMIS desktop review (carried out from May to July 2013 with an initial draft completed in mid-July) also focused on the current state of DMIS based on a synthesis of information gained from interviews with a selection of DMIS users, and a presentation of several possible options to take DMIS forward into the future work of the Federation. Next steps are currently being discussed internally and with a larger group of stakeholders.

- Beneficiary participation, communications and consultation was promoted through the DREF and Emergency Appeals, with over 90% of Emergency Appeals reflecting some aspect of beneficiary communications, and 70% reflecting beneficiary participation, communications and consultations. Planned beneficiary consultation and satisfaction surveys became an important part of DREF approvals, with a couple of Zones taking the lead in this. DCM participated in a beneficiary communications learning exercise and

- meeting held in Geneva, helping to ensure the operations perspective was reflected in developing thinking.
- **Surge information Management System (SIMS):** this initiative continued to develop with the working group which includes IM specialists from the American, Canadian, British and Australian Red Cross, alongside IM specialists from the AP, Americas Africa Zones and Geneva. The SIMS development project sits in DCM, and achieved the following progress in 2013:
 - ✓ The basis for training modules in both FACT Induction and Team Leader.
 - ✓ The SIMS has developed a variety of standard tools for information capturing, sorting, analysis, reporting and mapping.
 - ✓ Tools developed proved effective in the Philippines Cyclone Haiyan operation where the Global Surge operation was the first to use the SIMS -- the most effective and organized IM systems used to date, providing daily operational and interactive maps, along with new data collection and analysis systems and processes. The SIMS provided both field and remote support, and has involved two SIMS FACT members in the field and 24 hour support from Bangkok, London and Washington DC. The SIMS FACT members are now working to help support the integration of the IM system developed for the response into a longer term IM system for the Haiyan and other operations.
 - **DCM FedNet page:** the revised structure and content was completed in November and December 2013, at page <https://fednet.ifrc.org/en/resources/disasters/disaster-and-crisis-management/>

Number of people reached

In 2013, over 9.4 million people benefited directly or indirectly from Secretariat-supported, National Society-managed operations. This figure does not take into account the preparedness, mitigation, and response actions undertaken by each National Society, but shows those beneficiaries reached by operations supported mainly by DREF or an Emergency Appeal.

Working in partnership

A number of National Society partners have been able to secure longer-term funding agreements with their institutional back donor in 2013 to support key functions coordinated by the DCM Department (the British, Canadian, Norwegian, Netherlands, and Swedish Red Cross Societies). These key strategic partnerships were maintained, reinforced, and expanded in 2013, prioritizing support for major DM priorities and exploring several potential new partnerships that can be further developed into 2014.

Outside of the Movement, DCM continued to coordinate responses to major disasters with the UN Office for the Coordination of Humanitarian Affairs (OCHA), and actively participated in regular disaster response briefings as a member of the Inter-Agency Steering Committee (IASC) at all levels from the technical working group to the Principals engagement around major disasters. In addition to on-going collaborative approaches, the IFRC actively promoted appropriate linkages to improve disaster response. The Head of the DCM Department also was actively engaged in the partnership with Sphere (and the Sphere Board) during the year and was the IFRC representative to the SCHR Working Group.

Financial situation and analysis

The total 2013 budget was CHF XX, of which CHF XX (some xx per cent) was covered (includes an opening balance of CHF XX). Overall expenditure in 2013 was CHF XX (some XX per cent of the budget and XX per cent of income). [Click here to go directly to the financial report](#)

Key challenges, lessons learned, and looking ahead

The IFRC Secretariat and the DCM team encountered similar challenges in 2013 as in 2012, with the main ones being:

- The low level of funding to support DCM positions and to fund the development of key policy, strategic and programme priorities was one of the main challenges to maintaining and expanding services and support to National Societies.
- The fewer number of larger-scale sudden onset disasters also led to an under-utilization of the global disaster response tools / global surge capacities and downturn in the use of Emergency Appeals and DREFs.
- Challenges continued to ensure the consistent quality and timeliness in DREFs and Emergency Appeals submitted for approval, resulting in more time and effort needed to ensure that they met donor needs or expectations.
- In the absence of alternative funding tools at country level, there was pressure on the DREF and EA system to accommodate (and provide funding for) activities that were longer-term developmental or capacity building in nature, posing a risk to the integrity of the DREF and EA system.
- The revised Principles & Rules for Disaster Relief process identified a number of challenges for Movement coordination – including the expectation of many NS to revise / replace the Seville Agreement and Supplementary Measures and address the artificial divide between disaster response and conflict response reflected in the separate mandates of the ICRC and IFRC.
- The need to continue to ensure good communications and engagement with the ICRC at headquarters level around operations was an ongoing focus and challenge in 2013.

Looking ahead, DCM will continue to meet these challenges and align its work in accordance with the priorities outlined in the Secretary General's objectives, Strategy 2020, and the DCM 2014 Plan and Budget. More specifically, in 2014 efforts in disaster and crisis management will focus on the following initiatives:

- DM policy development including one holistic DM policy ensuring key DM strategies and procedures are aligned with these, in particular with the new version of the revised Principles and Rules for Red Cross Red Crescent Disaster Relief.
- Ensuring the on-going development and effectiveness of global surge tools, including investment in the HEOps tool to ensure quality strategic and operational management available for disaster response operations worldwide. This will include the development of a "deputy HEOps" roster in 2013.
- Further improvements and refinements to the global planning tool for DM – the Emergency Plan of Action (EPOA) -- the IFRC's key tool to support operational planning and funding and to accessing DREF and Emergency Appeals.
- Alongside this DM operational planning and implementation will be supported with the finalization of the Global Disaster Response SOPs - providing a glossary of DM definitions and an outline of DM priorities to deliver Strategy 2020. This will be shared with the incoming USG PSD in 2013.
- On-going efforts to strengthen global response preparedness, response and recovery – including reviewing the global RDRT/RIT system, the development of Movement guidance on camp and collective centre management, operational guidance for needs assessment and further investments in strengthening IFRC capacity in the use of cash based programming in emergencies.
- Strengthening the importance of lesson learning in DM with the implementation of the Real Time Evaluation (RTE) for the Syria Crisis and other disaster operations that meet the RTE criteria, and improvements in monitoring and evaluation around DREF funded programmes
- The review of DMIS and engagement in research and partnerships with new technology to support assessment, planning and beneficiary communications.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Humanitarian Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

www.ifrc.org
Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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Annex A: Progress towards outcomes

Business Line 1: Raise humanitarian standards.		
Outcome and outputs	Indicators (targets) for 2013	Progress, achievements, constraints
Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.		
Output 1.1: Promotion and dissemination of Sphere minimum standards for humanitarian response.	<p>Strengthen references to Sphere minimum standards in humanitarian response in key IFRC policy and strategy documents. (Target references in P&R, DM policy and DM SOF).</p> <p>Strengthen references to Sphere in DREF and EA documents – including related training in activity and budget lines. (Target all EA documents reference Sphere).</p>	<p>Sphere minimum standards in humanitarian response are referenced in the draft DM Strategic Operational Framework document, and have been reflected in other key policy and strategy documents.</p> <p>Sphere standards are included on the Disaster Response Checklist, and referenced in all Emergency Appeal documents. Federation Secretariat and National Society colleagues responsible for drafting DREF proposals and EA documents where required to consider the inclusion of Sphere training, technical assistance and handbook dissemination in their planning and budgeting.</p>
Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2013	Progress, achievements, constraints
Outcome: Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.		
Output 2.1: Guidance on the implementation of Strategy 2020 through disaster and crises management position papers and a four-year DM Strategic Operational Framework (DM SOF).	<p>Feedback on the DM SOF discussion paper received and discussed with key Secretariat DM stakeholders (Target completion in Q1).</p> <p>Four-year DM SOF drafted and submitted for management approval in 2012.</p>	The DM SOF progressed in 2012, and a final draft was circulation.

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2013	Progress, achievements, constraints
Output 2.2: Maintain, improve, and strengthen the existing FACT and ERU global disaster response tools and review and renew global RDRT guidance and regional management procedures.	<p>Two Senior Officer positions (global surge capacity) filled and funded. Deliver one FACT induction training for 20+ participants and one FACT refresher training for 20+ participants in 2012.</p> <p>Support selective ERU training as opportunities present.</p> <p>Support timely FACT and ERU deployments as required.</p> <p>Revise ERU standard operating procedures (SOPs) and disseminate to ERU hosting NS.</p> <p>Review global RDRT guidance and regional management procedures (Target completion by Q4).</p>	<p>Two FACT induction trainings were successfully delivered in Australia in February 2013 for 35 participants from 18 National Societies, and in Montenegro in September 2013. A FACT and ERU team leader refresher training was successfully carried out in country in Month 2013.</p> <p>DCM provided direct support to the following 5 selective ERU training events with technical assistance and representation: an ERU Induction training for health, logistics, IT & telecoms and relief in Tampere Finland (27-29 January), a hospital and clinic training in Norway in a field-simulation setting focusing on site-selection, mass casualty and triage work, surgery, mobile clinics and community health (supported also by IFRC's Water, Sanitation and Emergency Health Unit); WatSan - a refresher in two ERU modules and an induction in the Basic Health Care ERU organized by the Spanish Red Cross between 22-29 April; a logistics and mass sanitation ERU induction organized by the British Red Cross between 14-21 April; and a hospital and clinic ERU training in Canada from 16-24 May supported by PADRU.</p> <p>The annual technical ERU meetings and the FACT/ERU working group meeting all took place in Geneva during one week May 28 -- June 1; the first time this was ever done in direct sequence. Over 70 participants from 18 National Societies, maintaining and supporting FACT and ERUs, alongside IFRC Zonal and Geneva-based staff participated in and contributed to technical meetings on Health and WatSan, Logistics and Relief, IT & telecoms, and Base Camp.</p> <p>FACT deployments in 2013 were carried out to support a number of operations (see relevant narrative above).</p> <p>The review of global RDRT/RIT systems, guidance and procedures commenced in Q4 of 2012.</p>
Output 2.3: Extend and diversify the base of global surge capacity – including the piloting of the Head of	HEOps pool established (Target recruitment and induction of 3 pool members by Q2).	Successful HEOPs deployments were undertaken to x, y, z operations, providing strategic leadership to IFRC-led operations for up to three months. (See separate HEOPs progress reports ²). In addition to their vital operational role, the HEOPs worked to develop the system for nurturing, mentoring and coaching the next

² HEOPs Progress Report – April to July 2012 available via www.ifrc.org

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2013	Progress, achievements, constraints
Emergency Operations (HEOps) pool / roster and the further development of the global Recovery Surge Team.	<p>HEOps roster concept developed (Target by Q4).</p> <p>Recovery Surge Team aligned with global disaster response tools rosters / database (Target by Q4).</p>	<p>generation of IFRC emergency response leaders (develop the HEOps roster concept) in 2013.</p> <p>Work on the alignment of the Recovery Surge Team data also progressed in 2013.</p>
Output 2.4: Improved global disaster response operational procedures (SOPs) and systems including performance benchmarks and triggers, revised emergency appeal, DREF and plans of action templates, and revised emergency assessment guidance (needs assessment).	<p>Global Disaster Response SOPs developed in a consultative manner and endorsed / approved by GSMT (Target by Q4).</p> <p>Emergency Appeal and DREF guidance reviewed and revised as necessary (Target by Q4).</p> <p>Plan of Action templates and accompanying guidance for Emergency Appeals piloted, finalised and disseminated (Target by Q4).</p>	<p>The Global Disaster Response SOPs draft finalization process continued in 2013. The draft was being further revised on the basis of Zone feedback in 2013 to be shared with a broader IFRC audience (including DMWG members) for comments and final revisions. The plan remains to present the document for GSMT endorsement/approval.</p> <p>The EA and DREF guidance was approved and disseminated in November 2013. Initial feedback was that while the guidance, templates, ad approaches are appropriate for small to mid-size disaster response operations (DREF and EA's), they are proving challenging for fast-onset large to massive scale operations (Philippines Typhoon Haiyan), and therefore a need for some adjustments and modifications.</p>
Output 2.5: Effective disaster and crises management programming support team (response preparedness, relief, recovery) in place and providing quality coaching and technical advice, tools and guidance to Zones and National Societies and operational teams.	<p>Three Senior Officer programming positions (response preparedness, relief, recovery) filled and funded.</p> <p>Global contingency planning guidelines finalized and disseminated to NS (Target Q2 2012).</p> <p>Earthquake guidelines finalized and disseminated to National Societies (Target Q1 2012).</p> <p>Emergency Assessment training and guidance further developed (Target 1 training event supported, 1 tool developed / revised).</p>	<p>The IFRC renewed its partnership with British RC, the Cash Learning Partnership (CaLP) and ECHO for a further duration of 2 years and a total value of over CHF 2m, highlighting the leadership role that ECHO sees for IFRC in cash based programming. The project is supporting development of capacities to deliver scalable combinations of in-kind and cash based assistance to meet relief and early recovery needs. This renewed partnership will support National Societies to obtain the knowledge, skills and experience and institutional capability to be able to deliver scalable and rapid combinations of in-kind and cash based assistance to meet relief and early recovery needs. A draft set of cash based programming standard operating procedures have been developed and are being shared with zones and field offices for finalization by end 2012.</p>

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2013	Progress, achievements, constraints
	New Cash Transfer Programming project agreed with partners (ECHO, CaLP and British RC) for implementation from Q1 2012.	
Output 2.6: Quality assure and facilitate timely approval for all Emergency Appeals, and all DREF grants and loans.	<p>DCM technical appraisal of all DREF grant and loan proposals and feedback given within 24 hours of receipt.</p> <p>Facilitate the technical appraisal of all Emergency Appeals through the Emergency Support Group – ESG - (in conjunction with technical focal points in each Zone) and feedback given within 24 hours of receipt.</p> <p>Facilitate timely approval of all Emergency Appeals and DREF grants and loans over CHF 250,000 by IFRC Secretary General and/or USG Programme Services.</p>	<p>A total of 19 Emergency Appeals launched during 2013 for a total of some CHF 175.9m to deliver assistance to a total of some 1,367,312 people.³ Africa: 11 Appeals were launched for a total of CHF 26.8m to assist 486,783 people. Americas: 2 Appeals were launched for CHF 12.1m to assist 130,000 people; Asia & Pacific: 6 appeals were launched for a total of CHF 137m to assist 682,700 people; Europe: 1 appeal was launched for 32.3m for 750,000 people.</p> <p>DREF (both DREF grants and for start-up funds for emergency appeals): in summary, support was provided to process and approve some 99 DREF allocations for a total of CHF 18.8m for 8,065,968 beneficiaries. For details please refer to the separate DREF annual report.</p>
Output 2.7: Systematic evaluations of all major disasters are carried out according to IFRC evaluation criteria, and recommendations addressed through management response follow-up actions.	All major disaster response operations are evaluated based on real-time evaluation (RTE) criteria.	<p>The RTE criteria is: shall be initiated within the first three months of an emergency operation under one or a combination of the following conditions:</p> <ol style="list-style-type: none"> 1) The emergency operation is over nine months in length; 2) Greater than 100,000 people are planned to be reached by the emergency operation; 3) The emergency appeal is greater than 10,000,000 Swiss francs; 4) Greater than ten National Societies are operational with staff in the field. <p>DCM has adopted a pragmatic approach to applying these criteria by focusing primarily on operations that met or exceeded the CHF 10m budget threshold. While only the Philippines typhoon Haiyan fell into this category in 2013, it was determine</p>

³ Details of all appeals launched are available at http://www.ifrc.org/Docs/Appeals/statistic/cover12_emer.pdf

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2013	Progress, achievements, constraints
		that the scope, size, and characteristics of the Syria crisis merited an RTE and efforts were made to draft and agree to a ToR for that review.
Output 2.8: Disaster and crises management training curricula are harmonised with S2020 and consolidated for greater coherence and consistency - including through the development of e-learning modules on disaster and crises management (induction).	The DM induction e-learning module is updated and finalized for publication on the IFRC learning platform in 2012.	While progress on the DM induction course to date has again been lacking due to the unavailability of funding, efforts continued to promote the course and to link with complementary training (Principles and Rules; Climate change; etc.). Discussions are underway with key partners to generate interest, engagement, and funding.
Output 2.9: Timely and relevant disaster management information is accessed by an increased number of DM practitioners.	<p>DMIS is updated and migrated to the new FedNet platform in 2012.</p> <p>Operation specific DMIS pages are established within 12 hours of request.</p> <p>GIS map information is provided for all Emergency Appeals within 24 hours of request.</p> <p>Operations-at-a-glance tool is further developed and widely disseminated (Target 12 monthly issues in 2012).</p>	<p>Work on the migration of DMIS to the new FedNet platform did not meet the intended plan of completion in 2012 nor 2013, but it is projected to be done by June 2014.</p> <p>A review of DM information management systems and resources – including the updating of DMIS – was conducted in 2013.</p> <p>A number of operation-specific DMIS pages were established in 2013, and maps were produced in support of all Emergency Appeals launched and DREFs allocated, as well as for reporting and various other mapping requests.</p> <p>Successful development, launch, and refinement/adjustment to the “Ops-at-a-glance” communication tool, intended to provide NS and DM staff with a regular brief snapshot of IFRC operations and access to more detailed information. Monthly bulletins were issued in 2013.</p>
Output 2.10: Innovative and good practice approaches to DM programming are developed, piloted and promoted for scale-up where appropriate - with a focus on the expanded	<p>A monitoring and evaluation framework for DREF is established and piloted throughout 2012.</p> <p>The emergency Plan of Action (PoA) tool is finalized and disseminated (with accompanying templates and guidance) for use in selective disaster response</p>	<p>The emergency PoA tool was further amended and modified based on internal discussions and field testing in 2013 (with accompanying guidance) for formal and broader dissemination that occurred in November of 2013, to be applied over an initial testing period in the first half of 2014.</p> <p>Work continued in 2013 on the DM information management initiative (SIMS) with an analysis of functions and tools. Progress was presented at several for a (i.e. the FACT and ERU working group meetings) and operational settings.</p>

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2013	Progress, achievements, constraints
use of cash in emergencies, market assessment methodologies, contingency planning, simulation, and use of needs assessment software.	<p>operations 2012.</p> <p>Information management functions and tools in disaster response operations are clearly conceptualized for piloting with the global disaster response tools in 2013.</p> <p>Movement guidance on camp and collective centre management is developed in 2013.</p>	<p>Movement guidance on camp management proceeded in 2013 with mapping of Movement experience and development of key Movement messages/positions.</p>
Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development.		
Outcomes and outputs	Indicators (targets) for 2013	Progress, achievements, constraints
Outcome: Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.		
Output 3.1: National Societies receive support to increase their capacity and responsive as an integral part of the global IFRC disaster response system.	<p>DCM re-creates a global RDRT focal point (Target - within existing position by Q3) and provides technical support to Zones in ensuring globally coherence tools, training, standards, and procedures.</p> <p>Volunteer insurance is included in 100% of DREF proposals and Emergency Appeals in 2012.</p> <p>National Societies receive direct assistance for building their capacities to manage DREF grant operations (Target</p>	<p>Work on reviewing the global RDRT/RIT system</p> <p>In 2013, 100% of DREF proposals and EA's considered and/or included volunteer insurance in the narrative and budget.</p>

	1 National Society-level training in 2012).	
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Business Line 4: Heighten Red Cross Red Crescent influence and support for our work.

Outcome and outputs	Targets for 2013	Progress, achievements, constraints
Outcome: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.		
Output 4.1: Successful hosting of, and representation with, inter-agency initiatives including the Sphere Project and SCHR.	Effective representation on the Sphere Project Board throughout 2012. Effective participation in the SCHR Working Group throughout 2012.	<p>Throughout 2013 the IFRC continued to be represented on the Board of the Sphere Project, in the process contributing to: i) Sphere positioning regarding the proposed Joint Standards Initiative for greater coherence between the various quality and accountability initiatives; ii) decisions on the hosting arrangements between the Federation Secretariat and the Sphere project and the identification of new hosting arrangements for 2013; and ii) oversight of the professional management of the Sphere Project. Effective hosting of the Sphere Project office and representation on the Board of the Sphere Project, contributing to the proposed Joint Standards Initiative for greater coherence between the various quality and accountability initiatives.</p> <p>After more than 10 years of hosting the Sphere project, the office successfully moved from the Federation Secretariat to the International Council of Voluntary Agencies (ICVA) in 2013. The move was planned include support for the Joint Standards Initiative (JSI) that seeks to encourage the various inter-agency humanitarian standards organizations to move towards co-location and greater coherence including a potential merger in the coming years. This, however, did not occur as expected and discussions continued in 2013 and into early 2014 Notwithstanding, the IFRC benefited enormously from its association with this leading inter-agency initiative, and will continue to support the Sphere project and to disseminate the humanitarian standards to National Societies.</p> <p>The IFRC continued to be effectively represented in the Steering Committee for Humanitarian Response (SCHR) Principals and Working Group meetings and contributed to the development of inter-agency positions and work on: i) principled humanitarian action; ii) supporting greater coherence between the various quality and accountability initiatives (particularly The Sphere Project, HAP and People in Aid); iii) initial scoping work on a certification system; and iv) SCHR positioning on the IASC Transformative Agenda.</p>

<p>Output 4.2: Effective global representations to Movement and non-Movement humanitarian stakeholders including governments, donors, media, IASC, DMWG, DREF Advisory Group.</p>	<p>Support to the facilitation of DMWG meetings through representation on the organizing committee (Target 1 meeting in 2012).</p> <p>Provision of timely and appropriate briefing for IASC related meetings throughout 2012.</p> <p>Facilitation of DREF Advisory Group meeting (Target 1 meeting in 2012) and DREF donor meeting (Target 1 meeting in 2012).</p> <p>Facilitation of the Civil Protection Working Group and finalization of the CP guidance for EU National Societies (Target by Q2 of 2012).</p> <p>Representation to governments, donors, media and other stakeholders as requested by SMT.</p>	<p>The Disaster Management Working Group (DMWG) met in Hong Kong in October 2013. The DMWG has established a standing agenda around DM roles and responsibilities (policy and procedures); operational leadership (including surge capacity): relief to recovery programming; and response preparedness. The 2013 meeting effectively served as a key DM preparatory forum for the Statutory Meetings, serving to establish the following key messages concerning the GA workshops on DM and HD:</p> <ul style="list-style-type: none"> • More coherent and stronger Movement leadership in our DM operations and recognize HD as an important part of DM. • A stress for the need for the IFRC Secretariat to ensure its DM functions adequately resourced. • A willingness and readiness to actively take part in the development of new business models for the IFRC Secretariat, and the notion that the Workshop on DM & HD in Emergencies could be the beginning to do this by developing relevant resolution for the governance's endorsement. <p>The DCM team continued to provide timely and appropriate briefing and representation to numerous IASC ad hoc and regular meetings on operations and on the IASC transformative agenda throughout 2013.</p> <p>The DREF Advisory Group (DAG) met in Geneva in Q4 2013. A workshop report is available upon request.</p> <p>The Civil Protection Working Group continued its agenda in 2013 to advance Movement thinking on engagement with civil protection actors and to produce operational guidance on National Society and Federation Secretariat relations with European Union Civil protection actors. The guidance incorporated feedback received through the P&R consultation process.</p> <p>The DCM team also provided timely and appropriate briefing and representation to government, donor, media and other stakeholders throughout 2013.</p>
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Business Line 5: Deepen our tradition of togetherness through joint working and accountability.

Outcomes and outputs	Indicators (targets) for 2013	Progress, achievements, constraints
<p>Outcome: More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.</p>		

<p>Output 5.1: Support governance to deliver appropriate disaster and crises management policy guidance (including revised Principles and Rules for Red Cross and Red Crescent Disaster Relief).</p>	<p>Commencement of National Society consultation process for the revision of the Principles and Rules for Disaster Relief. (Target to consult 100 NS across 5 Zones).</p> <p>Development of a draft revised P&R document and circulation for feedback within the Movement. (Target Q3 2012 or Q1 2013).</p> <p>Development of a DM policy framework which is endorsed by the Advisory Body (Target April 2012) and a first draft holistic DM policy for feedback (Target September 2012).</p>	<p>Based on the good progress made in 2012 and 2013 for the global National Society consultation process for the revision of the Principles and Rules for Red Cross and Red Crescent Disaster Relief, . The consultation phase ended in December 2012. Consultation meetings engaged 118 National Societies since April 2012. Based on the consultations a zero draft of the revised Principle and Rules document was drafted and shared with the National Societies in late December 2012. In early 2013 feedback had been received from 31 National Societies and through various expert groups and secretariat departments. A drafting team was convened to consider the feedback and to produce a consensus view for the revised draft.</p> <p>DCM in its role as Secretariat to the Disaster and Crisis Management Advisory Body (DCMAB) also developed a draft DM policy framework – that was endorsed in April 2012 that served as the basis for the development of a first draft holistic DM policy (consolidating and aligning the current DM related policies) for presentation to the DCMAB meeting in September 2012.</p>
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Annex B: Emergency Appeals launched in 2013

Appeal	Title	Launch Date	Operation Timeframe		Beneficiaries	Budget
Africa						
MDRMZ010	Mozambique - Floods	30-Jan-13	30-Jan-13	30-Nov-13	22,800	1,466,456
MDRCD013	Dem Rep Congo - Population Movement	27-Mar-13	22-Mar-13	30-Apr-14	15,000	1,011,511
MDRKE025	Kenya - Floods	22-Apr-13	22-Apr-13	31-Dec-13	52,183	3,538,548
MDRSD016	Sudan - Complex Emergency	15-May-13	15-May-13	31-Aug-14	150,000	3,711,427
MDRTD011	Tchad - Population Movement	26-Jun-13	30-Apr-13	31-Mar-14	50,000	870,092
MDRNA008	Namibia - Drought	27-Jun-13	27-Jun-13	30-Jun-14	55,000	1,390,816
MDRSD018	Sudan - Floods	12-Aug-13	12-Aug-13	28-Feb-15	75,000	7,384,813
MDRCM015	Cameroon - Population Movement	03-Sep-13	03-Sep-13	31-May-14	8,200	642,579
MDRKE027	Kenya - Mall Attack	22-Oct-13	23-Sep-13	19-Oct-14	25,000	3,581,308
MDRZW008	Zimbabwe - Food Security	13-Dec-13	11-Dec-13	11-Jul-14	10,500	805,381
MDRSO002	Somalia - Tropical Cyclone	20-Dec-13	18-Nov-13	30-Sep-14	23,100	2,406,038
Subtotal Africa					486,783	26,808,969
Americas						
MDRPY015	Paraguay - Drought Chaco	11-Oct-13	11-Oct-13	30-Jun-14	10,000	930,108
MDR49008	Haiti & The Dominican Republic - Cholera	05-Dec-13	05-Dec-13	05-Dec-15	120,000	11,244,952
Subtotal Americas					130,000	12,175,060
Asia Pacific						
MDRBD013	Bangladesh - Tropical Cyclone Mahasen	24-May-13	18-May-13	28-Feb-14	40,000	1,730,251
MDRMH001	Marshall Islands - Drought	21-Jun-13	21-Jun-13	31-Mar-14	1,529	409,154
MDRPH012	Philippines - Typhoons and Floods	26-Aug-13	15-Aug-13	30-Apr-14	75,000	1,856,354
MDRVN012	Vietnam - Typhoon Wutip	07-Oct-13	30-Sep-13	31-Jul-14	34,000	2,623,263
MDRPH013	Philippines - Central Visayas Earthquake	24-Oct-13	18-Oct-13	31-Mar-15	100,000	7,728,975
MDRPH014	Philippines - Typhoon Haiyan	12-Nov-13	07-Nov-13	31-Oct-15	500,000	122,656,615
Subtotal Asia Pacific					750,529	137,004,612
GRANDTOTAL ACTIVE EMERGENCY APPEALS					1,367,312	175,988,641