



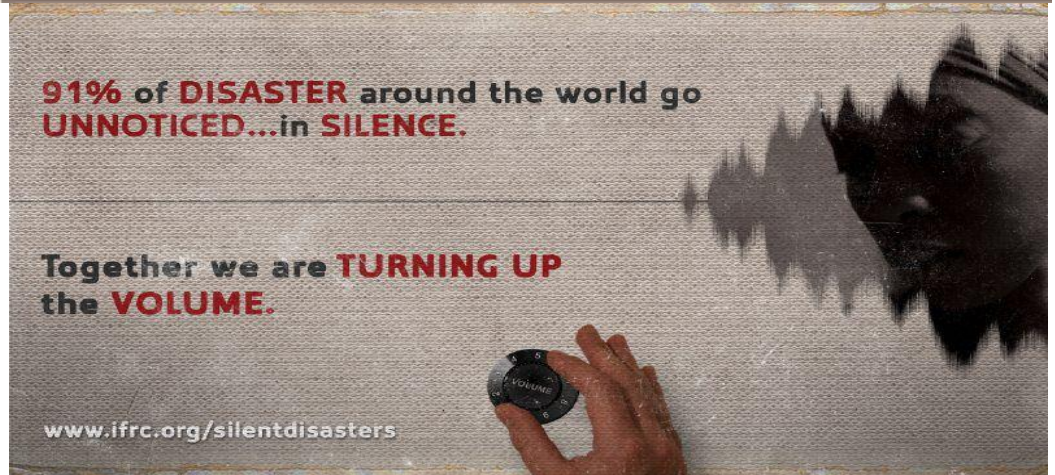
# Programme Services Annual Report 2012

 International Federation  
of Red Cross and Red Crescent Societies

SC2 30/04/2013

This report covers the period 01 January to 31 December 2012, and has links to 7 individual sector reports.

*IFRC Web Banner used during the Silent Disasters campaign run early 2013*



## Overview

2012 was characterized by a steady stream of small to mid-scale disasters with relatively moderate use of the IFRC Emergency Appeal system and global disaster response tools. Inequitable access to health remained one of the biggest causes of vulnerability excluding people, groups, and communities from a basic human right. The global economic instability continued to pose restrictions on humanitarian funding opportunities, creating an imperative for humanitarian activities in risk reduction, disaster preparedness and response to be scrutinized for effectiveness and relevance. The impact of the changing climate, on-going economic crises and high food and commodity prices as well as conflicts and urban migration remained challenges of global food insecurity. According to FAO's 2012 data the number of malnourished and hungry people is 870 million.

Within this challenging environment, the **programme services business group** provided technical assistance, operational support and quality assurance of IFRC programmes and services in both emergency and long-term development contexts. The business group developed related policies, concepts and operational frameworks as well as substance and thematic input to our humanitarian diplomacy efforts (representation, advocacy and resource mobilization) around the globe.

With a lead responsibility to oversee delivery on Aims 1 and 2 of *Strategy 2020*, while providing substantive support to achieve Aim 3, the business group focused on functions related to; **disaster risk reduction (DRR), community preparedness, climate change, food, nutrition and livelihoods; [disaster and crisis management](#); [shelter and settlement](#); [logistics](#); health and [security](#)**. It also covered **cross-divisional functions** such as social services and migration; policy support; information and knowledge management; global programmes grant management; and supplementary services.

This annual report **highlights sector specific achievements** which have concurrently contributed to the achievement of the objectives, included in the results matrix annexed to the Secretariat Long-Term Planning Framework 2012-2015.

Sector and/or department annual reports are linked to this document and provide an overview of the operating context that has affected their respective work during the period.

## Working in partnership

Due to the extensive work this business group carries out with operational partners, this document will not cover them all. Under Business Line 4 some examples of global partnerships that have been developed to support the delivery of our programmes, are being provided. Further details can be found in the individual sector annual reports.

## Progress towards outcomes

### Business Line 1: Raise humanitarian standards

**OUTCOME:** *Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality and impact.*

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
Percentage of National Societies reporting strengthened professional qualifications and competences of their staff and volunteers.  <i>Not able to collect relevant data on this indicator. It is suggested to refer to the sector plans for more specific measurements.</i>	N/A	N/A	N/A
Percentage of emergency operations and long-term programmes meeting minimum quality standards.	N/A	100%	100%
Revised <i>Principles and Rules for Disaster Relief</i>	<b>Current version</b>	New version developed	Draft “Zero” developed and shared

### Comments on progress towards outcomes

Development, updating and dissemination of **key guidelines and operating frameworks** contributed to reinforce minimum quality standards in all sectors. With regard to emergency operations two key documents now establish commonly agreed working modalities and parameters: the strategic operating framework (SOF) and the DM standard operating procedures (SOPs). Other guidelines developed during the period include: the Earthquake Guidelines to establish basic principles of earthquakes preparedness, response and recovery for front-line humanitarian staff and volunteers; the updated Global Disaster Response Standard Operating Procedures (DR SoP's) to reflect the new operating model of the secretariat, and improve timeliness and accountability in decision making; the IFRC Recovery Programming Guidance 2012; the Contingency Planning Guide launched in June 2012; and continued field testing and adaptation of the Emergency Plan of Action (PoA) tool.

The **Principles and Rules revision process** progressed according to its timelines and objectives. The zonal and regional consultations engaged with 118 National Societies (NS) and over 250 participants in 2012.

Several expert groups as well as the Federation secretariat were consulted. Based on these consultations, a *zero draft* of the revised Principle and Rules document was drafted and shared with National Societies in December 2012.

**OUTPUT 1:** *Strengthened professional qualifications and competences of staff and volunteers at all levels through technical guidance, training and use of best practices on disaster management and development / health work.*

Technical guidance has been provided to NSs in increasing their capacity to develop and implement integrated climate-proof community-based programmes in disaster preparedness (DP), disaster risk reduction (DRR), food security (FS), nutrition and livelihoods. Technical inputs were shared with the Africa and Asia Pacific zones in developing the Disaster Management Framework of Africa and identifying the role of the social capital in reinforcing community resilience. Integrated approaches and programme quality were promoted through technical inputs and feedback to emergency appeals and sharing of global best practices with National Societies.

Drafting and consultations of the Secretariat **Disaster Management Strategic Operational Framework** (DM SOF) to guide the Federation Secretariat global DM team in implementing Strategy 2020 with global coherence and consistency took place during 2012. Movement guidance on working internationally with civil protection agencies was developed.

Research and learning to ensure continuous improvement of National Societies **health programming** was further developed during the period. Malaria operations research activities were conducted in Togo, Kenya and Burkina Faso where malaria proposals were expanded to integrate community case management projects. The Water & Sanitation programme secured funding from OFDA for a two-year sanitation research and development project to focus on practical solutions for better emergency sanitation hardware. The health team has as well been engaging with the University of Geneva, particularly in the areas of multi-drug resistant tuberculosis and non-communicable diseases in emergencies.

**Shelter policy work and best practice** deliberations were informed by the on-going large scale shelter/housing operations, and a shelter programming tool box, a set of over-arching guidance drawing upon the experiences of National Societies and other leading agencies has been developed for finalisation in 2013. Key global and regional events, such as 8th World Urban Forum convened by UN Habitat and the inaugural Americas Regional Housing Forum co-organised by IFRC in collaboration with Habitat for Humanity and UN Habitat have been capitalised upon to ensure humanitarian shelter and settlement is integrated into housing sector discussions. This has included the promotion of integrated post disaster reconstruction; urban shelter response and shelter risk reduction informed by the wide range of Red Cross Red Crescent activities.

IFRC **Policy on Migration** has raised awareness through a quarterly newsletter highlighting National Societies' initiatives and activities on migration, as well as through meetings, briefings and side events with governments, international organisations and other NGO stakeholders. Further collaboration with UNODC, OSCE, GFMD, UNHCR and other UN agencies was strengthened.

**OUTPUT 2:** *Developed and agreed upon criteria for rating the disaster and development (including health) programmes and services of National Societies, and their impact on the lives of vulnerable people.*

This output is removed as found not relevant under this BG framework.

**OUTPUT 3:** *Lessons learned from relevant initiatives such as the IFRC global study on community resilient characteristics, urban sector DRR study, well-prepared National Society self-assessment work or the influenza programme review are provided to facilitate the establishment of a databank of objectively-analysed National Society capacities that creates greater self-awareness of their profile at all levels, services, strengths, gaps, and their future potential for boosting their own development.*

This output is removed as found not relevant under this BG framework.

## Business Line 2: Grow Red Cross Red Crescent services for vulnerable people

**OUTCOME:** Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
Amount in Swiss francs of emergency appeal and DREF operations combined.	326.5 m	No target	264.4m (see below)
Percentage of National Societies using national, regional and international disaster response tools.	65%	70%	42% av. use 84% aware
Percentage of emergency operations with beneficiary participation/communications built in programmes and services.	N/A	50%	72.5% (see below)
# or percentage of National Societies supported with systematic logistics capacity enhancement. <sup>1</sup>	0	14	2
Percentage of subscribers to the disaster management community of practice.	N/A	No target	9% increase

### Comments on progress towards outcomes

Annual Emergency Appeal (EA) and DREF operations funding amounted to CHF 264.4 million in 2012, which versus an Annual EA / DREF budget of CHF 256.4 million, gives coverage of 103%. While this indicator is showing performance in relation to emergency operations, it is worth considering funding against budget of secretariat long term operational (development) plans as well. See indicator tracking under Business Line 4.

The number of National Societies who have indicated that through various data collection mechanisms (including FWRS and DFID questionnaire to NSs), they are either **aware or using all three main international and regional disaster response tools** (Regional Disaster Response Teams (RDRT), Field Assessment and Coordination Teams (FACT), Emergency Response Units (ERU) is very high (84%). However, the figures for the **actual use of any tool is significantly lower (42%)**, although this is to be expected and normal given that different disasters scenarios required different types of international support. Similar to 2011, in 2012 the trend of a limited number of massive fast onset disaster events continued, and as a result both regional and international assets (surge) continued to have more limited use than in previous years. As a brief basis of comparison, in 2011 85 DREF's were allocated and 26 Emergency Appeals (EA) were launched. In 2012, 135 DREF's were allocated and 36 EA's launched. Of these EA's, close to 50% (17)

<sup>1</sup> "Supported with capacity enhancement" National Societies are supported in three aspects 1) to evaluate their logistics requirements; 2) to develop a plan to ensure they can access the required capacity; and 3) to have a measurement system in place to track performance and make proactive adjustments.

reported use of RDRT (or RIT's in the Americas) during the response phase, while almost 100% of the EA's indicated a significant use and involvement of NDRT's. This reflects a growing trend in the mainstreamed use of these tools. Additionally, 102 NSs contribute 420 staff and volunteers to support FACT. These are people registered as FACT trained and actively receiving and responding to alerts. This does not imply that all 420 are immediately deployable.

The indicator on **beneficiary participation** is subject to interpretation of what "participation" means. In the survey carried out to monitor the DFID global funding agreement (as part of a wider Monitoring & Evaluation system for the organisation as a whole), in answer to the question "*what % of your disaster response and recovery operations have beneficiary participation built into the programmes & services*", 53% of the 43 NS questioned responded that over half of their operations had built in participation, and 21% of the 43 NS questioned responded that more than a quarter complied with this indicator. This figure was cross-referenced with a review of 48 Emergency Appeals and 100 DREF operation plans for 2012, which analysed the content for evidence of participation. This analysis shows that 94% of EA had at least some element of beneficiary participation included (meaning mainly communication with the beneficiaries during the operation). When considering both communication and consultation, the percentage drops to 71%. DREF operations show an even lower percentage – 39% - and this is explained by the systematic application of more rigorous parameters for beneficiary consultation.

The **average of the global and the country figures gives an overall figure of 72.5%** of National Society response and recovery operations which included beneficiary participation (whether supported internationally or managed only with domestic resources).

In 2012, Global Logistics Services (GLS) initiated a project to develop a systematic approach to logistics capacity enhancement in National Societies. **The NSLCE (National Society Logistics Capacity Enhancement)** is a procedure and tool that supports persons involved in developing the logistics capacity of National Societies. The NSLCE approach is based on three fundamental elements:

- The National Society recognizes the importance of logistic services and has the ambition and resources to develop capacity;
- The logistics capacity requirement of the National Society can be calculated by analysing its national and international role and responsibility;
- The capacity calculation, planning and implementation have to be carried out by professional logisticians.

Testing for the NSLCE process and tools was completed in **Chilli and Thailand** in the last quarter of 2012 and the initially planned trial in Uganda is postponed until 2013 for operational reasons. Testing involved an initial visit and sensitization, a period of data collection for the NS and a follow up visit to review the data and create development plans. The tool and process was extremely well received and useful. The three major findings were (i) that the process is a step change improvement in what we did in the past, (ii) it is a long-term process which requires sustained and consistent follow-up; (iii) it is a coordination tool and as such will be operated by the Zonal Logistics Units (ZLU). In November, a global briefing was held in Geneva for the ZLUs. The responsibility for identifying priority NS (along with the OD in the zone) and making a programme for 2013 for the zones has been passed to the ZLUs. The NSLCE prototype rolled-out to the ZLUs will be implemented as an additional module of the DMDS platform in order to ensure integration of a central data repository, data management and system support. Implementation details will start to be analysed by the end of 2014, by when the core platform of the DMDS will be in place.

The **Disaster Management Community of Practice** has reached a total of 951 members with 113 new subscriptions since beginning 2012. During this period, DMCOP has facilitated discussions and shared documents on the following topics:

- Nuclear Disaster Preparedness, in support of the working group meeting organised in May jointly with the Japanese RC;
- Contingency Planning Guide, cash transfer - based programming, migration projects and

partnerships, as well as studies on the characteristics of resilience and critical factors for successful – community based DRR.

Since December 2012 the Disaster Management Community is also available under FedNet, so far 56 members have subscribed.

**OUTPUT 1:** *Enhanced Federation-wide Red Cross Red Crescent global disaster management system aimed at ensuring both (a) effectively coordinated and scaled-up Federation-wide mobilization of capacities and resources to assist risk-informed preparedness, relief and recovery efforts of National Societies in tackling major disasters and crises which require collective international assistance; and (b) better management of transition from relief to recovery leading to strengthening of community resilience in the context of sustainable development, taking the impacts of climate change into consideration or phase out. Relevant standardized tools for supporting response, recovery, and DRR interventions are developed, refined and disseminated.*

In 2012 16.5million people benefited directly or indirectly from Disaster Response Emergency Fund (DREF) and Emergency Appeal-supported and National Society-managed operations.

Support to zones was provided for disaster response operations: 36 Emergency Appeals launched for a total of CHF 177.2 million to deliver assistance to a total of 4,328,306 people. 135 DREF were allocated for a total of CHF 22.8 millionreaching12.2millionbeneficiaries. Responding to some of the challenges with these two tools, efforts continued for the processing of timely and appropriate quality DREF and Emergency Appeal documentation with the Africa zone.

In terms of global surge, we report the successful recruitment and start-up for the **Heads of Operations (HEOPs)** with three HEOPs pool members appointed in April2012 and available for immediate deployment globally to provide strategic leadership to IFRC-led operations for up to three months. HEOPs deployments to the Sahel food insecurity operation, the Syria civil unrest operation, Jordan, and the Nigeria floods operation have taken place.

Additionally, effective backstopping support to Africa zone DM in the form of deployments, capacity reinforcement as needed basis was provided, as well as support to various partner ERU training events, the annual technical ERU meetings and the FACT/ERU working group meetings of National Societies who maintain and support FACT and ERUs /Health and WatSan, Logistics and Relief, IT & Telecom, and Base Camp.

The emergency health and water and sanitation teams provided technical support and quality assurance to all emergency appeals, in addition to continuous follow-up of assessments, response operations, and recovery. Key emergency health staff was deployed to FACT missions, particularly in Jordan for the Syrian refugee crisis and Sierra Leone for the cholera outbreak. Deployments in Madagascar and Burkina Faso with the Rapid Assessment Team concept also took place, in addition to several field visits.

**Shelter needs arising from disasters and crises** reflect the emerging trend towards more frequent small and medium scale natural disasters, compounded by population movements due to conflict and instability as in the Middle East due to the crisis in Syria and North Africa in Mali. National Societies responded to 75 emergencies requiring a need for shelter assistance to affected populations through the use of IFRC's DREF, representing 88% of all DREF-supported responses. Similarly, the total number of IFRC Emergency Appeals (EA) with a shelter component in 2012 was 23, which represents 72% of all EAs for a total of 32. Emergency shelter activities requiring additional technical support at field level included the floods in Mozambique, Sudan and Nigeria, hurricane-affected Cuba and Haiti, and the impact of the typhoons in the Philippines.

As convener of the **Inter Agency Standing Committee (IASC) Shelter Cluster for Natural Disasters**, IFRC coordinated the interagency shelter response to the typhoons in the Philippines in early January and in

December. Following the seasonal flooding in Peru, IFRC coordinated the provision of multi-sector settlement assessments to inform the response and recovery activities of the local and regional authorities and the supporting agencies. In Fiji, IFRC coordinated the shelter response to cyclone Evan and in El Salvador IFRC the response to the tropical storm late in 2011.

On average, **30 operations per month have received logistics support**. The main focus of operational support in 2012 has been on Syria, Cuba, Haiti, Guatemala, Philippines, Somalia, Pakistan, Afghanistan, Bangladesh, South Sudan, Nigeria, Myanmar and Haiti reconstruction programmes, Ethiopia, DPRK, Maldives.

Under services to external humanitarian partners, the second half of 2012 marked a growth in the number of humanitarian and government agencies requesting services from the Global Logistics Service (GLS). Formal service agreements have been signed with some of them.

Globally in 2012, GLS dispatched nearly 13,000 cubic meters of relief items from the pre-positioned stock to operations. In order to better support Middle East and North Africa operations (focus on Syria), GLS Dubai office increased its stock by 30 %. In Americas zone, National Societies response standing capacity improved by implementing the pre-positioning project of Federation Owned Stock at the country level. The pre-positioning began in Guatemala, with stocks for 500 families. The plan is to expand with six other National Societies in 2013.

**OUTPUT 2:** *National Societies are assisted to build-up robust essential preparedness, response, and recovery capacities that also integrate risk reduction measures and enable them to deal predictably and effectively with anticipated disasters and crises, through (a) agreed operational framework for integrated approach to preparedness, response and recovery that includes relevant aspects related to risk reduction, health and work in rural and urban settings; (b) improved exchange of knowledge and experiences via the online community of practice; and (c) appropriate instruments developed for advocacy purposes.*

The second draft of the **guidelines on mainstreaming Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA)** was developed in November after receiving feedback and input from National Societies and the secretariat. The final version of the guidelines is due to be ready in the first quarter of 2013.

In line with a recommendation of the **vulnerability and capacity assessment (VCA)** review carried out in 2011, a complementary booklet on VCA use in climate change and urban contexts is being developed based on interviews and researches carried out in the Americas and Asia Pacific zones. The draft booklet chapters have been shared with subject matter experts on climate change and urban risk. A working session was held in Panama, to discuss the content of the booklet. The final version of the booklet is expected in early 2013.

The **Community Early Warning Systems Guiding Principles (CEWS- GP)** started to be developed. This strategic document aims at providing an overview of successful practices from the field for Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM) leaders and practitioners at national and sub-national levels. The Guiding Principles document was developed after an extensive literature review, consultations with EWS project leaders, collection of good practices and lessons learned and review/comments by technical people. As a complement to the CEWS-GP is the CEWS Toolkit, a product of the four-year (2008-2012) West Africa Disaster Management Capacity Building project (WADMCB), orchestrated by the Red Cross Societies of Liberia and Sierra Leone with managerial and technical assistance provided through partnership with IFRC, Swedish Red Cross and the Swedish Civil Contingency Agency (MSB). The toolkit contains Training of Trainers material with ready-to-adapt and run modules and a roster of trainers. It is flexible and adaptable for every new context, using highly participatory methods. At the end of 2012, CPRR and the West Africa Regional office organized a field test and a workshop in Gambia, as a third-country trial of the CEWS Training Toolkit and the CEWS Guiding Principles.

The integrated **food security and gender mainstreaming** paper was finalised to be incorporated into the IFRC gender policy. A training module will be developed in 2013.

The IFRC **livelihoods guidance** “Programming through a livelihoods lens: a livelihoods approach for the IFRC” has been developed. This guidance will support National Societies to integrate livelihoods issues in all sectors and will be tested during 2013.

An overall architecture for an **e-learning system in Public Health in Emergencies** was developed, with the first module finalized during 2012 (out of some 6-7 modules). Additionally, the prototype for a digital version of the IFRC and Johns Hopkins Bloomberg School of Public Health publication “Public Health Guide for Emergencies” was developed, as well as an online version of the Emergency Health Mission Assistant.

IFRC cholera guidelines are finalised and are now available for field review. The influenza component of the Epidemic Control for Volunteers manual was revised -a version in Haitian Creole is now being developed – work around a Dengue advocacy paper has been initiated.

The **Emergency Health team** works in cooperation with various internal and external parties, such as with the shelter team where disability and shelter in emergencies guidelines were produced, or with the Global Health Cluster and the World Health Organization on technical research and development of guidelines in the areas of Neglected Tropical Diseases, Sexual and Reproductive Health in emergencies, and communication in epidemics.

In view of a further professionalization of humanitarian action, the **IFRC shelter technical training** received its accreditation from Oxford Brookes University in the UK as a master’s level short course. The IFRC shelter coordination course will be similarly university accredited at master’s level in 2013, with accreditation establishing shelter operations and coordination as externally bench-marked professional career paths for Red Cross Red Crescent and partner personnel. IFRC’s partnership with the University of Copenhagen to provide a similar masters level short course in shelter and settlements after disaster for built environment professionals and others continues, and discussions are underway with RMIT University in Melbourne and the International University of Cataluña in Barcelona to provide similar courses in association with IFRC to broaden the geographical availability of such professional development opportunities. IFRC has also been advancing its work on the benchmarking of shelter through the development of a self-assessment tool on quantifying the sustainability of shelter and settlement activities in the aftermath of disasters.

In terms of information and knowledge management, the “**Operations-at-a-glance**” communication tool continued to be disseminated on a monthly basis, providing National Societies and international disaster management staff with a regular (monthly) snapshot of IFRC operations together with access (via hyperlinks) to more detailed information. Maps are produced for all Emergency Appeals and a process has been established to clarify the status of territories (according to the IFRC) to enable proper operational coding and mapping. The migration of the Disaster Management Information System (DMIS) to the new FedNet platform for improved access and user-friendliness was completed.

### **Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development**

**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.*

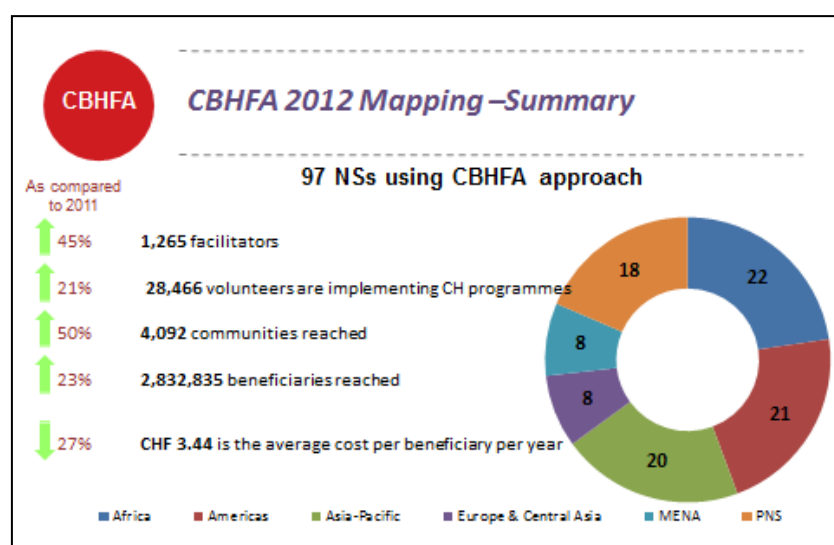
<b>Measurement</b>
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Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
Percentage or # of National Societies with community-based risk reduction programmes in high risk communities.	85	2% increase	112
Percentage or # of NS implementing community health programmes using CBHFA approach to strengthen community resilience. (see below explanations)	85	N/A	97

### Comments on progress towards outcomes

According to the 2012 DRR mapping, the International Federation of Red Cross and Red Crescent Societies and National Societies reached 23.3 million people through various disaster risk reduction (DRR) activities, which include community and National Society disaster preparedness (CBDP), climate change adaptation (CCA), climate change mitigation (CCM), livelihoods, food security (FS) and nutrition. The total investment in DRR was CHF 109.8 million.

In view of recent developments with the holistic approach to health and resilience, the difficulty to measure results and the gradual alignment of the CBHFA approach with the IFRC's development and resilience agenda, the indicator for health has been changed to: "Percentage of NS implementing community health programmes using CBHFA approach to strengthen community resilience."



A mapping of community health programmes using the Community-Based Health and First Aid approach in 2012 revealed that 97 NSs are using CBHFA approach. They have 1,265 facilitators (45% increase compared with 2011) and 28,466 volunteers (21% increase compared with 2011), they reached 4,092 communities (50% increase compared with 2011) and 2,832,835 beneficiaries (23% increase compared with 2011) with an average cost of CHF 3.44 per beneficiary per year (27% decrease of cost compared with 2011).

**OUTPUT 1:** *Wider understanding, both internally and with external stakeholders, of the Red Cross Red Crescent approach to longer-term sustainable development is promoted through the development of strategies, guidance for policies and position papers, relating to the prevention and reduction of risk and vulnerability and the strengthening of community resilience.*

Increased **understanding of community safety and resilience** was promoted through technical input and reviews of zones and National Societies plans and programmes. For example, the Sahel Regional Representation was supported to develop a food security response plan of action based on a country food security analysis. In coordination with the Americas and Asia Pacific zones, a Red Cross Red Crescent

approach to urban risks is being developed. The Americas zone finalized the contextual framework and the methodological approach for DRR in urban context, through an extensive consultation process involving civil protection agencies, NGO's, local organizations, DRR experts, academic sectors and NS's. The Asia Pacific zone commissioned an urban sector study aimed at identifying a Red Cross Red Crescent niche in urban risk reduction programming, which resulted in the production of a final report titled "Programmatic directions for the Red Cross Red Crescent in building urban community resilience in the AP region".

The 2nd phase of the **resilience study** was conducted in Latin America and Caribbean (LAC). Fieldwork was undertaken in a purposive sample of 23 communities across Colombia, Guatemala and Saint Lucia. The field work was completed in December with a final report due March 2013. Preparations are underway to start the 3rd phase of the resilience study in dry regions in Africa; namely Gambia, Burkina Faso, Lesotho, Sudan and Ethiopia. This study, together with the ones conducted in the Americas and Asia will culminate in the development of **global characteristics of resilience, key determinants and corresponding indicators**.

Technical support especially around **sustainable production methodologies**, (e.g. conservation farming, fishery and livestock) for hunger resilience building, has been provided to NS's and zones in Africa, Europe and Central Asia and MENA in the areas of food security, livelihoods and nutrition, where currently 48 National Societies (29 in Africa, 7 in Asia and 12 in Latin America) are engaged in these programming areas. As a result, components of food security, nutrition and livelihoods are being included in responses to tsunamis, cyclones, droughts and floods operations.

The IFRC repeatedly stressed the importance of environmental and climate change issues, and recognised the responsibility to take action with respect to its own **environmental footprint**. A decision was taken to conduct a pilot carbon footprint assessment for IFRC Headquarters. A Carbon Footprint Team has been put in place for this purpose and assessment data collection is on-going. An updated proposal has been submitted by Quantis, a consultancy firm that is expected to be contracted to deliver the software and the training required. Replication of the carbon assessment within the rest of the IFRC, and potentially within NS that would be willing to do so, will be offered as a service provided by IFRC secretariat trained staff who would know how to implement the acquired tool. This will ensure consistency across the organization.

Extensive conceptual development work has been carried out in **technical health-related areas** as well as in cross-sector areas, with tools, guidelines, case studies and conceptual frameworks. More specifically, health team members developed on a number of concepts including a holistic health approach, a behaviour change framework, and a position paper on task shifting. The latest draft of the Strategic Operational Framework for health was revised to include additional analysis and background.

Among the key tools developed and updated during the period, it is worth mentioning the Non-communicable Disease framework, the Maternal, New-born, and Child Health framework, the Rapid Mobile Phone Based Survey (RAMP) guidance document and its communications report, and a publication on Multi-Drug-Resistant Tuberculosis.

In support of National Societies' capacity building, a number of training materials in health were developed, including a series of online trainings (CBHFA, Emergency Health, First Aid), a Healthy Life Style module (to address NCDs), the Gender and HIV module, and Rapid Mobile Phone-based (RAMP) training manuals.

Shelter risk reduction has been further mainstreamed through the **Participatory Approach for Safe Shelter Awareness (PASSA)** tool in different contexts in 2012 operations. During the course of the year, PASSA has gained momentum, its acceptance and interest by National Societies has improved, it was included in Emergency Appeals with financial support from interested National Societies and partnerships with other international humanitarian agencies. A ToT was co-organized with Habitat for Humanity in Nicaragua and the manual has been translated into Spanish. Habitat for Humanity is a solid and strategic partner in roll-out efforts, and discussions are on-going about how to replicate the Nicaragua experience in other parts of the world. The roll-out strategy for PASSA for 2012-2013 has been established at global level to inform decision-making, request funding and allow National Societies to receive trainings.

**OUTPUT 2:** *Integrated programming mechanisms are adopted through revision of existing tools such as the “Better Programming Initiative,” “Vulnerability and Capacity Assessments” and “CBHFA,” to include cross-cutting issues and with a specific focus to participatory processes that will contribute to healing divisions and promote social integration particularly within marginalized communities and individuals and the rest of societies.*

The **Health** team strives to work holistically across the team but also cross-sector to harmonize approaches, address programming gaps and work more effectively. For instance, various health areas were linked through the CBHFA e-learning, and cross-sector as well as gender issues were addressed in the Gender and HIV modules and in the Gender in Water, Sanitation and Hygiene Promotion guidance note.

In contributing to social integration, the work carried out by the **migration** unit with National Societies has allowed to progress in the identification of projects to prevent human trafficking, by focusing on strengthening National Societies’ capacities, raising awareness and promoting the creation of partnerships among the Movement and external stakeholders. Project proposals have been finalised in all five zones and funding is being sought for these.

The migration unit has worked closely with the health team on issues relating to health inequities towards migrants and provided support to the implementation of the relevant 31st International Conference resolution. On **youth and migration**, the unit has provided support to the implementation of the relevant 31st International Conference resolution and to the organization of the 2012 Global Youth Conference. The unit will work closely with UNICEF and the Global Migration Group in the development of a joint thematic report on “Youth and International Migration: Challenges, Opportunities and Capabilities” and preparations for the High Level Dialogue meetings in 2013.

With regard to **labour migration**, support has been given to inter-regional initiatives, especially between National Societies in the Asia-Pacific, MENA, Europe, CIS and Central Asia zones around the situation and protection needs of domestic workers and within Africa in the context of current labour movements.

**OUTPUT 3:** *Consolidated, innovative and fresh ways of social mobilization are effectively developed with and applied to the area of programme services.*

Innovative and good practice approaches to DM programming are being developed, piloted and promoted for scale-up where appropriate - with a focus on the expanded use of cash in emergencies, market assessment methodologies, contingency planning, simulation, and use of needs assessment software.

Shelter research and development activities have been enhanced through the formal establishment of the **IFRC Shelter Research Unit**, supported by the Benelux National Societies and based in Luxembourg. The on-going collaboration between IFRC, ICRC and UNHCR continues to define industry-leading specifications for tents and key shelter relief items, utilised by other humanitarian agencies to inform their own procurement and stock piling and informing the supply and manufacturing sector.

Current and new initiatives within IFRC on behalf of migrants have been supported and brought an integrated migration perspective to our work, especially in health, disaster management/ services, principles and values, National Society knowledge development and humanitarian diplomacy. A database of contacts of migration focal points in National Societies, regions and zones has been established.

Joint National Societies’ activities along migratory trails have been encouraged. These included mapping of current activities, production of a MoU template for National Societies exploring partnerships with external agencies, opportunities to work along migratory trails and compiling lessons learned and best practices from existing RCRC Movement partnerships. Pilot projects in the Asia Pacific and Mena zones are identified.

The rapid spread and use of **mobile technology** throughout the world has offered health programme new and exciting means of data collection. Over the past few years the IFRC has worked with partners to develop an

innovative approach to designing health surveys and improving the timeliness of the entire data collection cycle. This approach has been named Rapid Mobile Phone-based (or RAMP) survey. A RAMP survey aims to provide a survey methodology and operations protocol that will enable Red Cross Red Crescent National Societies, governments, non-governmental organizations and other partners to conduct health surveys at reduced costs, in a timely fashion and with limited external technical assistance. Using the RAMP approach, the IFRC will work with partners to build capacity in the Red Cross Movement to carry out high-quality health surveys that will give rapid results for programme managers.

#### Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

**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.*

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
Percentage of annual growth of income for non-emergency programmes.	92.26%	2% of growth	97% coverage achieved
Percentage of funding against budget for programme services plans.	90% (for all secretariat)	95%	96%
Percentage or # of new alliances or partnerships that support programme services plans delivery.	N/A	N/A	37 Global (see below)

Comments on progress towards outcomes
<p>In 2012, annual funding for non-emergency programmes totalled CHF 166.7 million vs. an annual budget of CHF 158.6 million. To be noted that this annual funding includes deferred income (not recognised income in a given fiscal year). If we exclude the deferred income we come to an annual funding of CHF 153.1 million vs. an annual budget of CHF 158.6 million which gives coverage of 97%.</p> <p>Available funding against budget for Programme services plans totalled as of end of 2012, CHF 20.7 million vs. a revised annual budget of CHF 18.1 million (coverage of 96%). Available funding included deferred income.</p> <p>In 2012, 3 new global partnerships were developed bringing the actual to 37:</p> <ol style="list-style-type: none"> <li>1. Special Olympics – Entirely new relationship aimed at providing NS with an opportunity to work with a pre-eminent organization on providing services to and advocacy in support of, the intellectually disabled. To date, three NS are in the process of negotiating country-level agreements or joint programs.</li> <li>2. International Food Policy Research Institute (IFPRI) – In the last Parties' objective is to fill policy and knowledge gaps with regard to building the resilience of vulnerable and poor populations during and after</li> </ol>

disasters due to natural and human-made hazards. This objective aligns fully with the missions of both institutions, and to ensure its achievement, the proposed collaboration will draw on lessons learned from the IFRC while taking full advantage of both the Federation's extensive implementation and on-the-ground experience and the partner's research capabilities. The intended outcomes of this collaboration include the development of international public goods that focus on innovative solutions for reducing poverty and enhancing food and nutrition security, and the improvement of the IFRC's impact on the ground.

3. World Economic Forum (WEF) – Over the last year IFRC engaged more intense and systematic with WEF, participating in Global Agenda Councils, sustaining the technical engagement with the Disaster Resource Partnership, consistently participating in regional meetings, and being a co-signer to the WEF Friends of Rio Message.

Significant progress has been achieved with a number of other key partners in relation to PSD portfolios are mentioned below and/or in the sector annual reports.

**OUTPUT 1:** *Key evidence based messages and positions, as part of on-going advocacy efforts are developed to enhance reach and quality of our programmes and services and better positioning of Red Cross Red Crescent activities.*

Urban risk reduction activities were promoted through RCRC participation in **the 6th World Urban Forum** held in Naples in September, where the delegation was able to position the organisation as a credible player in building urban resilience, establish networking and partnership with various stakeholders. A total of 14 people from 7 National Societies, Americas and Asia Pacific zones and the secretariat attended the forum.

IFRC was represented at the **4th International Disaster and Risk Conference (IDRC)** in August in Davos, Switzerland. By presenting the findings of the resilience study at the Session "Local Actions and Community Empowerment"; disseminating the Tsunami DRR study findings and present RCRC experience, IFRC strengthened its credibility in DRR and resilience building.

An IFRC delegation led by its Under Secretary General and composed of representatives of the secretariat and NS's participated in the **UN Conference on Sustainable Development in Rio** in June. In addition to attending various sessions and events, delivering key RCRC messages and developing networking and partnerships, the following events were organised and co-hosted:

- Side event: "The Role of Women and Youth in Advancing the Food Security Agenda", jointly with the Brazilian Red Cross, FAO, UN Volunteers, Asian Farmers Association, IFOAM.
- Side event: "Resilient Cities - Fostering Local Action for Sustainable Development", in partnership with UNISDR, UN Habitat, International Council for Local Environmental Initiatives.
- Learning Session: "Vulnerability and Capacity Assessment: a Tool for Resilience Building".

The Rio Conference provided the IFRC with an opportunity to affirm its position as a development actor and strengthen partnerships with other agencies including FAO, WFP, IFOAM, the Swiss Agency for Development and Cooperation, the World Bank, UNV and the Global Alliance for Improved Nutrition.

The IFRC hosted the **Global Food Security Cluster** meeting in April. During the cluster meeting IFRC shared its experience from the response to the Sahel crisis. Experiences also highlighted lessons learned by the Movement from the operation in the Horn of Africa. IFRC also shared food security assessment tools and food security case studies with the cluster, which are now posted on the cluster website.

Over the past two years, a more strategic approach to **global advocacy in health** has been taken, reaching various audiences with campaigns on Inequitable Access to Health and through continued dissemination of the advocacy report around health inequities (Eliminating Health Inequities) and related resolution from the

31st International Conference of the Red Cross and Red Crescent (Resolution 6: Health inequities: reducing burden on women and children).

A health corporate folder that includes 14 corporate brochures for the different health subject areas was also developed, together with a related health corporate presentation.

Key global health issues have been addressed in international fora, with reference materials for effective advocacy being made available. Several events have been attended among which the World Malaria Day event at the European Union Parliament in Brussels, One Health Summit in Davos, the World Water Forum in Marseilles, the Global Polio Eradication Initiative (GPEI) Partners meeting, the World Health Assembly in Geneva, and several others. These events were important opportunities for bringing recognition to the health work of the RCRC in terms of scope, scale and quality.

During the 2012 World Disaster Report (WDR) launches focusing **on Forced Displacement and Migration** a number of advocacy opportunities arose. In particular Permanent Representatives of the Permanent Missions to the United Nations Office in Geneva were invited on 12th November to the IFRC secretariat to discuss the document. The Migration Unit, in cooperation with the International Relationship Management Unit, produced an appeal document which was circulated to participants. The document highlighted the importance of the Red Cross and Red Crescent work on migration. An IFRC flyer to commemorate Migration day on 18 December was produced and shared with all in the IFRC secretariat and colleagues from the global Migration contact lists. The flyer focussed on the key WDR findings on Forced Migration and Displacement, the IFRC Resolution and Policy on Migration.

**OUTPUT 2:** *Strengthened global partnerships and inter-agency collaboration necessary for delivering our programmes and services (e.g., UNOCHA, IASC, WHO, UNAIDS, EU, UNISDR, World Bank, WMO, UNDP, UNV) in close cooperation with other business groups.*

Strategic partnerships, in particular with governments, to anticipate global trends and emerging health issues, have been pursued and reinforced during the reporting period. These partnerships are primarily with UN bodies, the cluster system as well as with other INGOs and National Societies. Additionally, networks of expertise have been set up such as Communities of Practice, the Global Reference Centre for FA, and others. More specifically, the IFRC continued to closely coordinate responses to major disasters with the United Nations 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). In addition to on-going collaborative approaches, the IFRC is engaged with the IASC transformative agenda and actively searching for appropriate linkages to improve disaster response.

The IFRC continued to effectively engage 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 a humanitarian certification system. More specifically, the SCHR Working Group members meeting in October 2012 discussed the IASC Transformative Agenda, the SCHR Certification Project, the Joint Standards Initiative, and on-going work on "Principled Humanitarian Action". Member organizations committed to engage in key leadership and coordination initiatives under the IASC transformative agenda including sourcing candidates for the RC/HC pool, participation in the selection and appraisal process for RC/HCs and engagement in country level coordination mechanisms and global level SOPs and simulation exercises. Work on principles included a discussion on draft indicators for impartiality and suggestions for a revised paper to be prepared for the next Principles level meeting in early 2013. A discussion was held in response to concerns of several members about the deteriorating safety and security conditions for humanitarian workers globally.

Through collaboration between its **Shelter & Settlements and Disaster Law teams**, IFRC has continued to advance the work on addressing the regulatory barriers to shelter following the resolution endorsed by States at the 2011 International Red Cross Red Crescent conference. A number of case studies and country level regulatory audits in Asia Pacific have identified key barriers and innovative solutions endorsed by the

respective authorities, which will valuably inform similar country level analysis in the Americas and Africa. This work will be enhanced through collaboration with a leading, global law firm working through its country level offices. IFRC has also continued to work closely with the **UN Special Rapporteur on the Right to Adequate Housing**, particular on the recent work to promote greater recognition of diverse forms of tenure which is a key vulnerability in many hazard prone countries. This will inform engagement with the Human Rights Council, and initiatives with both donor governments and disaster affected states to reframe the understanding of security of tenure, particularly to enable the rapid and equitable provision of shelter assistance after disaster.

At the global level key interventions in the **area of Migration have focused on engagement with UNHCR** on improving partnerships and accountability, providing inputs to various forums internationally on protection gaps for stranded migrants, and migrants in crisis situations, engagement with the Government led Nansen initiative climate and disaster induced displacement across an international border, and participation in various UN and Government fora on smuggling, trafficking and labour exploitation with a particular focus on the protection of domestic workers.

**OUTPUT 3:** *Appropriate funding mechanisms established (e.g., in the form of a community vulnerability/resilience trust fund) and maintained for predictable, needs-based and long-term resourcing for National Societies to support highly vulnerable communities in adapting to climate change, food insecurity, epidemics, disease and other identified local risks.*

A number of National Society partners were able to secure longer term funding agreements from their institutional back donors for both bilateral and multilateral programmes, in particular the British, Canadian, Norwegian, Netherlands, Swedish Red Cross Societies. More specifically, the following funding agreements have been instrumental in supporting the world of the portfolios managed under Programme Services.

In 2011 IFRC was granted **multi-year funding by DFID** as a contribution to the organisation key activities in relief and development, implemented through National Societies (NS) as part of one global strategic plan.

A sum of £28 million is made available for the period 2011-2014, as set out in the MoU and Business Case governing this partnership. A contribution of £12 million was transferred for 2011-12. It covers primarily programme activities in forty three National Societies aiming at addressing various types of vulnerabilities, as well as some global programmes of the Federation. The remaining £16 million for 2013-14 are contingent to the results of the DFID MAR update, a process conducted throughout the year and aiming at assessing multilaterals' performance against their respective reform priorities. The results of the process will be released in the spring 2013.

Internally, the secretariat has established a mechanism for measuring the progress of implementation of the DFID funded portfolio. Through a dedicated DFID Grant Manager and in close engagement with the zones and country offices, progress is assessed through several information sources, including by data collection through a questionnaire sent to all forty-three National Societies supported by DFID funding.

The last quarter of 2012 was dedicated to the finalization of the DFID MAR update, as well as to the assessment of internal applications in view of supporting the distribution of the next round of funding. A final decision approved by the Secretary General was taken in December.

**Swedish Red Cross**, remained in 2012 one of the International Federation's long standing multi-lateral partners and continued the implementation of the SRC International Strategy 2011-2015 approved by the SRC Governing Board. The International Federation concluded an annual Framework Agreement 2013 with Swedish Red Cross about the modalities to implement the CHF 20 million grant. The SRC International Strategy sustain the multilateral collaboration model with the Federation in disaster response as well as development work while Swedish Red Cross continue to develop separate close long-term partnership relations with selected national societies. Following the requests of the National Societies concerned, SRC has decentralised some bilateral representation in Africa to manage these closer relations while continuing to

support programs multilaterally. The support resulted in the same level of multilateral funding to the IFRC focussed on results based partnerships in 15 national societies in countries in Africa and Asia Pacific with high vulnerability; selected regional and zone programs while the support to global programs was reduced to DREF, Shelter, Gender and PED. This multilateral support will continue at the same level until at least 2017. A full time Programme Coordinator worked during the year at the Geneva headquarters and regularly at the Swedish Red Cross headquarters in Stockholm, to monitor the implementation of the grant, intensifying the relations between the national society and the IFRC, and to support the transition into a new way of working and securing the eligibility of SIDA to obtain 3 year grants. The SRC was approved by SIDA as a development partners following the positive outcome of a comprehensive systems review of the Swedish Red Cross and the IFRC in the last quarter of 2012 in a process to verify the eligibility. The Swedish Red Cross and the IFRC are developing a Strategic Memorandum of Understanding to guide the partnership 2013 to 2017.

In 2011, the Federation was granted 3 million Euros by **DG ECHO** over a period of 24 months, to support logistics capacity building and more precisely to contribute to the implementation of the logistics five-year strategic plan. 2011 was dedicated to the building of the global platform which supports the expansion of the global logistics network. This included preparatory work in terms of analysis and assessment of capacity and operational needs for further optimisation. In 2012, work progressed in several areas and more details are available under the Logistics annual report. Finally, a DG ECHO-IFRC joint-monitoring mission was conducted in November in Thailand, contributing to a successful completion of this action in December. The first quarter of 2013 will be dedicated to the final report and liquidation phase.

The **Norwegian Red Cross** secured a second three year agreement (2012-14) with the Norwegian Ministry of Foreign Affairs on Disaster Preparedness and Risk Reduction for approx. 7 million CHF annually. Of this, approx. 2.5 million is multilateral support through the Federation. The grant also covers Norwegian Red Cross' own preparedness for surge capacity tools such as ERU, FACT, in addition to bilateral support to National Societies' DRR programming.

The first thematic agreement on DRR (2009-2011) was evaluated in May / June 2012 and the report stated overall good achievement of the previously set objectives. It was however recommended to adopt a more strategic way to support the IFRC DRR goals and build a business process around that strategy for the future. In 2012 efforts have therefore been made to create better synergies between the multilateral and bilateral support, and also to pledge multi-year in order to create better predictability in the funding situation. An MOU with thematic annexes between the secretariat and the Norwegian Red Cross is also being prepared. A Liaison Officer / Grant Manager (staff on loan) from the Norwegian Red Cross is in the secretariat.

Development of a four year agreement on development funding with **NORAD** was made in 2012, supported by several divisions in the secretariat. The overarching goal for this funding is increased resilience of communities to cope with humanitarian challenges. The thematic areas are health, organisational development, disaster preparedness and risk reduction as well as vulnerable people's rights. Out of some CHF 13.5 million allocated per year, CHF 2.1 million is for global programmes through the secretariat for health and OD.

**OUTPUT 4:** *Strategies are developed in collaboration with the humanitarian diplomacy business group for diversifying income sources for National Societies and the secretariat, exploring new and innovative partnerships – including public-private partnerships.*

In **health**, partnerships with the private sector (Land Rover, Lilly Foundation IFPMA for instance), with government agencies such as USAID and AusAid, as well as with UN agencies, are helping to raise resources in support of the Global Water Sanitation Initiative (GWSI), and other health-related programmes both at global, regional and country level.

A guide has been drafted to provide an overview of the complex landscape of **existing funding opportunities for climate change adaptation and mitigation**. Defined as the biggest challenge of our century, climate change is and will increasingly affect the work of National Societies and other humanitarian organizations. At a

time when current resources are already stretched, National Societies have expressed the need to gain a better understanding of how to access existing climate funds that will enable them to ensure mainstreaming into their programmes. The guide provides a general overview of the current state and trends in the climate finance landscape and more detailed information on different funding sources appropriate for the Red Cross Red Crescent.

The organisation actively participates in the work of the **IASC task force for financing preparedness**, which is studying the ways to adopt and harness the life and cost saving potential of preparedness activities, especially in those countries hit by multiple and persistent crisis, through new funding models, more cost effective approaches, increased spending on resilience and adequate resources and capacity for building resilience.

An innovative partnership is the one concluded in June 2012 with the **Airbus Corporate Foundation** focusing on **logistics cooperation** in air transportation and knowledge-sharing. Standard Operating Procedures were developed for coordination of flight requests across the Movement. In October, GLS hosted a meeting with representatives from the Airbus and Airlink Foundation. The discussion focused on exploring how Airlink can support the IFRC operations, linking with available capacities for free air transport. GLS management participated in Airbus Corporate Foundation's first advisory board conference meeting on Humanitarian and Community support (5 Nov) by delivering a presentation on IFRC mission and global logistics activities.

More is available under the individual annual reports.

#### **Business Line 5: Deepen our tradition of togetherness through joint working and accountability**

**OUTCOME:** *More effective work amongst National Societies through modernized cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in the IFRC.*

Measurement			
Indicators	BL	Annual Target <sup>[1]</sup>	Year to Date Actual
Percentage of disaster operations which meet the criteria where an RTE was carried out.	100%	100%	0% see comments
Percentage expenditure against budget of programme services plans.	90% (for all secretariat)	95%	75%
Number of innovative ways of working documented.	N/A	N/A	N/A

#### **Comments on progress towards outcomes**

The criteria for initiating an RTE is: *shall be initiated within the first three months of an emergency operation under one or a combination of the following conditions:*

- 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.

DCM has adopted a pragmatic approach to applying these criteria by focusing primarily on operations that met or exceeded the CHF 10m budget threshold. Only the Kenya complex emergency, Philippines typhoon Bopha, Cuba hurricane Sandy, and Syria crisis appeals fell into this category (4 operations out of 36 Emergency Appeals launched during the year). While evaluations or reviews were considered, they did not proceed or were not conducted due to a range of issues including the inherent complexity of the operational discussions of an internal nature with the National Society and /or the respective zone office related to the appropriateness of an evaluation, or discussions with specific interested donor National Societies. The Sahel food security also met these criteria but was considered a unique operation given the multi-appeal approach to respond to the needs. No single appeal or operation met the entire criteria threshold and therefore while a formal RTE was considered none was commissioned.

In terms of expenditures vs. budget of programme services plans, this was at 75% at end of 2012 with end-year expenditure totalling CHF 13.6 million. With the new budgeting guidelines, and dedicated Under Secretary General appointed in 2013, it is expected that the expenditure will be much closer to the budgets, as it should be. It has to be noted that one of the contributors towards under-expenditure is late pledging from the partners, leading to cautious expenditure in the beginning of the year, and resulting in some cases, in sizeable carry forward balances into the new year.

In health a mapping exercise conducted during the year revealed some 13 innovative ways of working from use of mobile technology, social media communication, e-learning and other sector-specific innovative solutions.

The Global Logistics Service maintains links with a number of academic institutions that offer logistics within their curriculum and/or are actively involved in researching new practices and innovative approaches in the field of humanitarian logistics. A close relationship is maintained with researchers affiliated with the BI Norwegian Business School and Lund University, Georgia Institute of Technology, Massachusetts Institute of Technology (MIT), University of Istanbul and INSEAD Business School, on the development of case studies, among others.

More on innovation can be found under the respective annual reports.

**OUTPUT 1:** *Compliance with IFRC Framework for Evaluations, and through individual plans, various tools – including RTEs – are used to ensure quality of services and assess impact of interventions on its stakeholders.*

In health, relevant quality standards and monitoring frameworks with their implementation and reporting guidelines are being made available. These include for instance a metrics to monitor and demonstrate progress in various health strategic areas; a mapping of GWSI projects as well as of health emergency work; a MNCH framework and so on.

A draft **monitoring and evaluation framework for DREF** was developed and piloted during the period. The framework was based on feedback from the zones and the DREF Advisory Group and will be accompanied by targeted monitoring missions.

In cooperation with the Africa zone, terms of reference for a cost benefit analysis of food security projects in Ethiopia were developed. The DRR and resilience study in the Latin American and Caribbean region is underway and the Americas zone Office has supported the process of gathering data of DRR activities in the five selected countries. A study inception document was developed with inputs from the advisory group in late

March. Support was provided during the annual technical and planning meetings of the Asia Pacific zone, contributing with sessions on resilience building, urban risk reduction and development of annual plans.

**OUTPUT2:** *Behavioural change expertise is developed through the Health Research and Learning Agenda, service mind-set, division-wide knowledge sharing (the global programme on HIV) and communities of practice, including innovative ways of working as a response to lessons learned and research results on the blood programmes.*

A very large proportion of IFRC health programmes aim specifically at changing behaviours, and some projects demonstrated behavioural change. During 2012, consolidated IFRC experience, conducted research and best practices helped to develop a *behavioural change framework* based on the following:

- Current evidence-based knowledge on behavioural change;
- Best practice in behavioural change both within and outside the movement;
- The very specific institutional context of the Federation and Strategy 2020;
- The very specific needs of all the technical areas and health programmes managed in the health department: HIV/AIDS, TB, malaria, non-communicable diseases, WatSan/hygiene promotion, emergency health, First Aid, MNCH and immunisation, CBH/CBHFA, etc.

**OUTPUT3:** *Optimized and modernized processes and strengthened harmonious working by sharing capacities and resources within the new model for supplementary services.*

The provision of **supplementary services** has been widely recognized as part of a larger coordination framework enabling National Societies and the secretariat to work together in the most efficient and effective way, in the ultimate interest of vulnerable people.

The implementation of the new model for supplementary services continues to be the focus of both the programme services business group and partner NSs. The finalization of global agreements was one of the three identified priorities of the improved model of supplementary services, the other two being the Fednet catalogue of available services, as well as the revised costing, implemented in August 2012.

During the period detailed briefings of the new model, and especially the new fees, were presented to the members of the Governing Board, Risk and Audit Committee, National Societies representatives, GSMT and field managers. The new model has also been presented to the concerned NS in a PNS meeting held in May.

The new optimized fees have been implemented as of 1st August based on the full cost recovery principles, meaning that full costs associated with providing the service delivery are charged. With the new system, the actual costs of service provision are made more transparent, cross-subsidisation between the IFRC programmes and services is eliminated, and there is increased management oversight of the costs of shared office and services costs.

The revised draft “Framework Integration Agreement” and “Framework Administrative Service Agreement” for the provision of supplementary services have been presented to National Societies in November. Danish RC has been the first NS to sign these important global agreements, aimed at cutting bureaucracy around individual negotiations of legal terms and clauses, followed by British and Italian RC early 2013.

The Catalogue of Supplementary Services has been published on FedNet, reflecting services, fees and all agreement-related information in one place. A more elaborate, online Catalogue where users will be able to activate agreements and order services is in its final stage of preparation and will be issued once the global agreements are finalized. The new Catalogue will be a part of the NSKD NS Technology Catalogue, and will also offer hosting in-country NS service provision.

In the interest of improving quality, all country managers have been reminded to understand and own the guiding principles behind the service provision, as well as the details on availability of services and equal

treatment of all staff sharing offices, regardless of them being multilateral or bilateral staff. National Societies have been encouraged to report all cases related to the quality of provided services, so that these can be dealt with in a systematic way. At the same time, National Societies need to engage with in-country staff to better understand and agree expectations behind each of the offered services.

**OUTPUT 4:** *Sound operational security management structures and procedures are established and operating effectively, ensuring that IFRC operations and National Societies have good security awareness and are able to react to changing situations and circumstances in a timely manner.*

During 2012, the security unit has advised on all emergency operations and has assisted managers, delegates and staff in operations and field offices – some 100 locations around the world. The unit has also supported and advised a number of National Societies in security management matters and incident handling.

In 2012 the unit trained some 400 delegates, staff and National Society members, and dealt with 114 security incidents related to IFRC or NS under our security umbrella and 32 incidents for NS not under our umbrella. The security report “HotSpots” reaches over 1,700 people within the Red Cross Red Crescent movement every week. Over 3,100 Stay Safe security training CD-ROM copies have been printed and distributed, some 15,000 people have signed up for the training online, and the “Stay safe” English and French security books have been printed and distributed in 8,000 copies. Some 7,000 visits to the FedNet security website have been recorded and some 300 requests for security advice and support from the secretariat and National Societies have been handled. The volunteer department with technical and financial support from the security unit published “Stay safe-volunteer security” of which 7,500 were distributed in five language versions. Some 180 security alerts were sent out to IFRC staff and PNS’s under IFRC security management. In addition the unit provided 23 Airline safety assessments upon request by various field delegations and National Societies.

These figures are evidence of the importance of promoting the development of a culture of security both within the IFRC and member National Societies, as well as of the established professional and sound operational security management structures and procedures of the secretariat.

## Stakeholder participation and feedback

As described under each output, the sectors covered by the programmes services business group continuously involve and engage with both internal and external stakeholders to carry out their work.

Consultations with National Societies, a broad range of humanitarian agencies and private sector partners as well as with beneficiaries, have taken place in the development of tools, technical guidance and service provision.

## Key Risks or Positive Factors

Specific risks and mitigation measures have been identified by the individual sectors. Those listed below are some of the most common factors identified for the business group as a whole:

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Inadequate funds to support key positions and programme priorities;	H	Promote and develop proposals for unearmarked, flexible and predictable funding;
Limited adoption and implementation of global tools, systems and strategies, as well as compliance with procedures and frameworks;	H	Adopt a participatory approach, including consultation, appropriate dissemination and training;

Quality and timeliness of service delivery not meeting expectations;	M	Provide feedback and technical support to ensure meeting of minimum standards;
Lack of coordination and/or willingness to be coordinated.	H	Adopt an inclusive approach, focusing on the most effective and efficient ways of operating.

## Lessons learned and looking ahead

Looking back at what was achieved in 2012 and what more needs remain to be tackled, the following key priorities have been holistically identified for PS programming in 2013:

- Need to scale up programming in priority areas; Health, Disaster Response and Disaster Risk Reduction
- Need to build the Resilience Concept as a cross-functional and over-arching programming approach
- Need to enhance the global DM System (including all components of the DM cycle; management; systems; security; under systems that would include DMDS and logistics)
- Revise the Principles & Rules for Disaster Relief and contribute towards shaping up the discussion and process on the updated, reconfigured future Movement Cooperation and Coordination
- Continue to work on policies and development of technical tools

More specific priorities are identified under each sector Annual Report.

## Financial situation

Click [here](#) to go directly to the financial report.

## 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](http://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 non-violence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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