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Disaster and Crisis Management (DCM) Annual report 2012

 International Federation
of Red Cross and Red Crescent Societies

MAA00040

April 2013

Period covered

January-December 2012

*An IFRC FACT member visits a family of refugees from the Central African Republic (CAR) while they eat their one meal of the day
Photo: IFRC.*



Overview

An overview of 2012 shows that while there were fewer major sudden-onset disasters compared to the average for the last five years, the year was characterized by seasonal hydro-meteorological disasters around the world and by a number of challenging slow onset disasters or complex emergencies that required new and more flexible ways of working.

The year was dominated by the evolving humanitarian crisis in Syria and neighbouring countries, which required on-going engagement and support from the Federation Secretariat's Disaster and Crisis Management (DCM) Department in Geneva in support of the MENA Zone and National Societies of the region. The three biggest appeals launched by the IFRC in 2012 were for the crisis in Syria and the population movement to the neighbouring countries. Appeals were launched for Syria, for the region (Jordan, Lebanon and Iraq) and for the response in Turkey, to assist approximately 875,000 people and to a value of CHF 75.2 million.

The majority of emergency appeals launched in 2012 were for African National Societies and 15 of the 23 appeals launched were for slow-onset disasters, such as food insecurity and population movement. A number of countries in both the Sahel and Southern Africa struggled to deal with drought conditions, which led to poor harvests and exacerbated existing food insecurity, while in East Africa appeals were extended or launched for population movement in Kenya, Sudan and South Sudan. At the same time, health emergencies also demanded scaled-up support through DREF and other global disaster response tools, as for example during the response to the cholera outbreak in Sierra Leone.

The DCM team provided quick and effective disaster response support through the use of the global disaster response tools, including the Disaster Relief Emergency Fund (DREF), the launch of Emergency Appeals, and the deployment of the IFRC's global or regional surge capacity, in the form of Regional Disaster Response Teams (RDRT) / Regional Intervention Teams (RIT), Field Assessment and Coordination Teams (FACT), Emergency Response Units (ERUs), and with the first deployments of the three new Heads of Operations (HEOPs).

The DCM team also contributed to operations in the field, providing technical advice to Zone teams around the areas of response preparedness (contingency planning, early warning), relief (needs assessment, relief tools and guidance) and recovery (recovery guidance and cash transfer). The year saw significant progress on the development and finalisation of programmatic tools and guidance, and the maintenance and extension of partnerships.

The IFRC's policy framework was strengthened through a robust process of consultation for the revision of the Principles and Rules for Red Cross Red Crescent Disaster Relief and through related work on developing a holistic disaster management policy. Work on key strategies and procedures continued with a focus on adapting the Federation systems to work efficiently under the decentralised operating model.

The year also threw up some challenges for the IFRC disaster response system, due to the changing humanitarian landscape, with many credible sources¹ concluding that the changing environment is impacting the IFRC's humanitarian space. The challenges faced included: increasing insecurity for humanitarian workers; ongoing humanitarian competition; higher standards of accountability and higher expectations from donors, partners and the public; and stronger positioning by local actors, including National Societies; challenges around urban response and response in middle to high income countries, to name just some. In response to this DCM and the IFRC is working to develop new strategies and innovative approaches to meet these operational realities and complex situations, and is adjusting our operating modalities and global tools to address these challenges.

Highlights of progress in 2012

Working within a four-year strategic plan², the Federation Secretariat's DCM programme made solid progress in 2012 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 as an Annex*).

To deliver against these targets and 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 key achievements for DCM in 2012 are laid out against the five areas of the DCM planning framework:-

Operations support:

Global hydro-meteorological events – floods, cyclones and storms - were less frequent in 2012 than the ten year average, with a weaker La Niña than 2011 and a weak El Niño in the second half of the year. The exception was the active typhoon season in the North-Western Pacific from

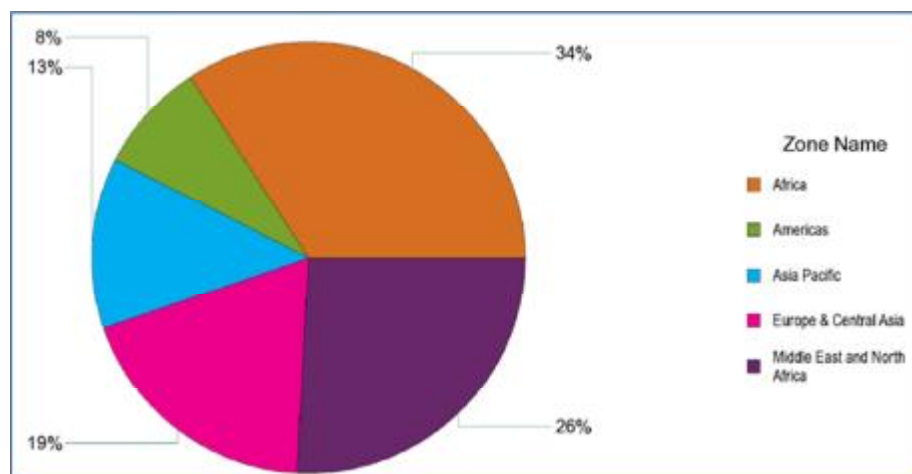
¹ Feinstein Centre, ALNAP, DFID Humanitarian Emergency Response Review, DARA, People in Aid, ODI, AlertNet Survey, etc.)

² Disaster and Crisis Management Long Term Planning Framework 2012-2015 available on www.ifrc.org

May to December (with 25 tropical storms, 15 typhoons - of which five were extreme) and a destructive North Atlantic hurricane season (with 19 tropical storms, 10 hurricanes and two major hurricanes). Hurricane Sandy was the largest hurricane to hit the Caribbean and the United States for many years and led to the launch of emergency appeals for Cuba, Haiti and Jamaica for a total of CHF 20.9 million to assist 232,000 people. At the same time, major typhoons affected the Philippines, Vietnam, Japan and North Korea. An Emergency Appeal was launched for the Philippines, for Typhoon Bopha and successive storms, which caused extensive damage and loss of life in December.

DCM has provided strong support to Zones and National Societies in 2012 through the **timely and thorough support for DREFs and Emergency Appeals**, providing access to global donors and to fast and effective funding support.

- In 2012, DCM supported the launch of **36 Emergency Appeals** for a total of over CHF 177 million to deliver assistance to 4.3 million people. At the same time, to help National Societies directly respond to the many small and medium scale disasters, the **DREF allocated CHF 22.8 million** in grants or start-up loans to assist 12.2 million beneficiaries^[1]. The full list of 2012 Emergency Appeals is listed as an Annex at the end of this report, however the table below outlines the Emergency Appeals launched by Zone.



Throughout the year, the DCM team worked with Zones to ensure that the processes surrounding these 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 have early warning around impending DREFs and Appeals and to have early discussions around eligibility and quality. A proposal to the DREF Advisory Group members and donors to fund a DREF Officer position in Africa was supported, and a person subsequently recruited to work on the many DREFs that are requested by African National Societies (*for further details please see the separate DREF annual report*).

DCM also managed **the active development of our global surge capacity** and improvements to the quality of global surge teams and processes.

- 2012 saw the successful recruitment and start-up of the Heads of Operations (HEOps) pool. The three HEOps were appointed in April and immediately became available for deployment to provide strategic leadership to IFRC-led operations. During the course of the year all three HEOps were mobilized: to coordinate the food security operation in the Sahel based out of Dakar (May); to support the Syria Crisis in Beirut and Damascus (May and July); to evaluate the feasibility of the scaling up support for a refugee camp in Jordan (October); and to coordinate international assistance to the Nigerian Red Cross floods response (November).

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

- At the same time, FACT was also deployed in three operations: to the Mozambique floods response (a six-person team); the Sierra Leone cholera operation (a four-person team); and the Nigeria floods response (a four-person team). Around these deployments, the surge team also supported a FACT training in Liberia, with a full field simulation (run for the second time) and the development and piloting of the new FACT / ERU team leader training (its first update in nine years). Another key development was the work to set up and pilot new information management system and tools to support improved information gathering, analysis and dissemination. In 2012, some 102 partner National Societies (staff and volunteers) contributed to FACT, providing 420 people for the roster. The year saw a clear push to identify and train people experienced in cash transfer and livelihoods to expand this skill base on the FACT roster.
- In 2012, there were three ERU deployments: to Sierra Leone for the cholera response in August (basic health care / mass sanitation modules); to Nigeria to respond to floods in November (2 staff from the relief module); and to Haiti following Hurricane Sandy in November / December (one ERU logistician / mass sanitation module). These deployments were supported by Austrian, British, BeNeLux, Canadian, Finnish, French, German and Norwegian Red Cross Societies. A strong focus was also placed on learning in 2012, where the surge team, in conjunction with colleagues from technical departments, commissioned and contributed to a detailed evaluation of the ERU deployment to respond to cholera in Chad and subsequently in Sierra Leone. This built on learning from the 2009 Zimbabwe deployment and provided a basis for a rethink of the community and basic health modules and approaches. In 2012 support was also given to five ERU PNS training events, providing up-to-date input from the global perspective. A total of 18 partner National Societies form the base for ERU support, with up to 725 staff ready for deployment. 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 / PNS FACT & ERU Working Group meeting.

The team of programme advisers have also contributed to operations in the field, providing technical advice to Zone teams around the areas of response preparedness (contingency planning, early warning), relief (needs assessment, relief tools and guidance) and recovery (recovery guidance and cash transfer).

Due to operational constraints such as scale, security and political complexity, the planned launching of a Real Time Evaluation to support operational learning for the Syria Crisis did not take place in 2012 and was deferred to 2013.

Programming, tools and procedures development:

As well as providing support to operations, the DCM team also has a responsibility to provide DM guidance and tools for the wider Federation membership and to establish and share standards in good DM practice. 2012 has seen the team made strong progress in delivering against this with some of the examples shown below:-

- The IFRC successfully renewed its partnership with British Red Cross, the Cash Learning Partnership (CaLP) and ECHO for a further two years to a total value of over CHF 2 million. This supports the IFRC's strategic positioning to become a global leader in cash-based programming (CBP) in emergencies. A coordination event for the Cash Transfer Programming (CALP) in Emergencies partnership was held in November in Geneva, hosted by the IFRC and sponsored by ECHO. A cash-based programme awareness-raising module for National Society Leadership was developed and piloted in September in Vietnam and in November in the Philippines, alongside a practitioner level cash training.
- This year also saw the development of the IFRC Recovery Programming Guidance, which was jointly developed by the Geneva Secretariat and the Zones. This outlines the IFRC's position with regards to recovery and is complemented by a section on strategic issues and a section on community level good practice and guidance. This will be fully disseminated and rolled out in 2013. An accompanying training package was also developed in 2012, which is

designed for National Societies and can be used by people with no previous experience in recovery.

- 2012 saw the finalization and successful launch of the Contingency Planning Guide in June. This was finalized after extensive consultation with National Societies and Zones and took into account the latest approaches to contingency planning by other actors. Alongside it, a full workshop package was prepared and distributed to help Zones and National Societies to develop their own contingency plans and to run CP training. This was translated into French, Arabic and Russian.
- 2012 also saw the development and distribution of new Guidelines for Earthquakes (with support from Japanese Red Cross). These guidelines establish the basic principles of earthquake preparedness, response and recovery for front-line humanitarian staff and volunteers and have a particular focus on urban settings – an area of working where the IFRC realizes it still has much to understand and learn and which is a priority for future learning and capacity building.
- In 2012, a Memorandum of Understanding (MoU) was signed with the Assessment Capacity Project (ACAPS) to help address the widely-recognized need to improve humanitarian needs assessment practice. Despite the IFRC existing assessment guidelines and investment in training across the network, needs assessment continues to be highlighted as a challenge in evaluations and operational reviews, with improvements required in the use of appropriate methodologies, the capacities for data analysis and dissemination, sectoral expertise, and the general levels of skill and experience amongst assessment participants. As a result, the IFRC has initiated a project to develop “Operational Guidance on Multi-sectoral Needs Assessment”, to bring practical tools and RCRC specific guidance to practitioners at field level, where RCRC staff and volunteers are often at the forefront of assessments. The Operational Guidance will define multi-sector, rapid and detailed assessment approaches and principles for different types of emergencies and ACAPS is providing support for the development and field testing of this operational guidance. Linked to the work on needs assessment, a global training on multi-sector, emergency needs assessment was held in Kuala Lumpur in March in conjunction with ACAPS, which led to an agreement to develop IFRC Emergency Needs Assessment Operational Guidance.
- Progress was made in modifying, field testing, and synthesizing the templates and guidance for the Emergency Plan of Action (EPoA) tool. This included informal field testing and learning during FACT deployments and response operations, plus further work to clarify links with PMER standards and utilization of the EPoA for both DREF and Emergency Appeal operations. Information on the developing EPoA was shared at various DM meetings in the Zones during the course of the year. At the same time, discussions were held to adjust the Emergency Appeal template and guidance, and to update reporting formats and financial / budgeting considerations, to ensure an integrated product.
- Further work was done to update 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. A draft was presented to the Global Senior Management team, however, it was agreed further work would be done on them before they could be agreed and piloted.

Policy and strategy:

The focus of the work in 2012 in the area of policy was on the global National Society consultation process and the elaboration of the revised “Principles and Rules for Red Cross and Red Crescent Disaster Relief”. The consultation phase ended in December 2012, having engaged 118 National Societies across all zone in in-depth consultation meetings. Based on these consultations, a zero draft of the revised document was drafted and shared with National Societies in late December. A drafting team was convened to consider the feedback from National Societies and from the IFRC Secretariat and to seek consensus to move towards a final draft.

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.

At the same time, further consultation 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. Towards the end of 2012, members of DCM met and worked closely with colleagues in the Community Preparedness and Risk Reduction Department to ensure common understandings around DM strategies and priorities and finalize the draft for submission to the new USG PSD in the first part of 2013. Further work was also done on the development of Movement guidance on working internationally with civil protection agencies

Representation and coordination:

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

- 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 will move 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”.
- DCM also held a number of meetings to improve coordination and knowledge sharing on DM issues across the Global DM team in the Zones and with partner National Societies. These included:-
 - Facilitation of the Global DM coordinators meeting in Geneva in late January
 - The Global Response Preparedness meeting following this in February, which led, for the first time, to the setting up of a global disaster response preparedness workplan covering contingency planning, simulations, and National Disaster Response teams. The review of Regional Disaster Response Teams will be carried out in 2013.
 - Support to the Disaster Management Working Group (DMWG) Organizing Committee and to the organization of the meeting in Tokyo in May / June and the preparations for the meeting in Washington D.C. in early 2013
 - Regular meetings 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:

Information management is an important area of 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 2012 or were initiated and will be completed in 2012.

- The operations-at-a-glance communications tool was successfully disseminated on a monthly basis, 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 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.
- Disaster Management Information System (DMIS) continued to be an important tool for field staff, with over 550 field reports issued in 2012, reflecting the scope of National Society local action and providing a basis for communicating humanitarian response and further needs to the wider membership. Work was done to support the migration of DMIS to the new FedNet platform for improved access and user-friendliness.
- Beneficiary communications and consultation was promoted through the DREF and Emergency Appeals, with 94% of Emergency Appeals reflecting some aspect of beneficiary communications, and 71% reflecting both beneficiary 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.
- An information management project was initiated by the surge team to improve IM systems and tools used by surge teams during an emergency operation. This was carried out with support from American Red Cross and shared with the wider Global DM team.

Number of people reached

In 2012, over 16.5 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 2012 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 2012, prioritizing support for major DM priorities and exploring several potential new partnerships that can be further developed into 2013.

More specifically, the IFRC 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 ongoing collaborative approaches, the IFRC is engaged with the IASC transformative agenda and actively searching for 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.

In addition to this, there were a number of specific technical partnerships that have been mentioned earlier in this report and that have born fruit in 2012 – the partnership with CALP and that with ACAPS.

Financial situation and analysis

The total 2012 budget was CHF 3,927,402, of which CHF 3,540,428 (some 90 per cent) was covered (includes an opening balance of CHF 855,766). Overall expenditure in 2012 was CHF

2,141,879 (some 55 per cent of the budget and 59 per cent of income). [Click here to go directly to the financial report](#)

Key challenges, lessons learned, and looking ahead

The year 2012 presented its share of challenges to the IFRC Secretariat and to the DCM team. The main ones are outlined below:

- 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 NS.
- 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.
- There were also challenges to ensure the consistent quality and timeliness in the submitted DREFs and Emergency Appeals, which meant that more time and effort had to be used 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 – this poses 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 team also worked hard to ensure good communications and engagement with the ICRC at headquarters level around operations.

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 IFRC 2013-2014 Plan and Budget. More specifically, in 2013 efforts in disaster and crisis management will to focus on key disaster preparedness, response, and recovery initiatives:

- DM policy development including one holistic DM policy (being overseen by the Disaster and Crises Management Advisory Body) and 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.
- Improved streamlining of the global planning tool for DM – the Emergency Plan of Action (EPOA), which will be finalised as the key tool to support operational planning and funding and to accessing DREF and Emergency Appeals. This will be finalized and rolled out in 2013 through a 12 month pilot.
- 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 a Real Time Evaluation for the Syria Crisis 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.

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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

Contact information

For further information specifically related to this report, please contact: Simon Eccleshall, Head, Disaster and Crisis Management; simon.eccleshall@ifrc.org; phone +41 22 730 4281; and fax +41 22 733 0395

Annex A: Progress towards outcomes

Business Line 1: Raise humanitarian standards.		
Outcome and outputs	Indicators (targets) for 2012	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 referenced in all Emergency Appeal documents. Federation Secretariat and National Society colleagues responsible for drafting DREF proposals and EA documents were routinely encouraged 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 2012	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 is in the process of being completed prior to circulation.

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2012	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>A FACT induction training was successfully delivered in Liberia (supported by the British Red Cross) in February 2012 for 35 participants from 18 National Societies. The FACT and ERU team leader refresher training was successfully carried out in Finland in September 2012.</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 2012 were carried out support the flood operations in Mozambique, the food security operation in the Sahel region, and the Haiti hurricane Sandy operation.</p> <p>The ERU SOPs were revised in Q1 and Q2 and disseminated to ERU hosting National Societies.</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	HEOps pool established (Target recruitment and induction of 3 pool	The three HEOPs were successfully recruited and inducted in early 2012. From 16 th April 2012, the HEOPs were available for immediate deployment globally to provide

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2012	Progress, achievements, constraints
surge capacity – including the piloting of the Head of Emergency Operations (HEOps) pool / roster and the further development of the global Recovery Surge Team.	<p>members by Q2).</p> <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>strategic leadership to IFRC-led operations for up to three months. (See separate HEOps progress report³). Successful HEOPs deployments were undertaken to the Sahel food insecurity operation, the Syria civil unrest operation, the Jordan population movement, and the Nigeria floods operation.</p> <p>In addition to their vital operational role, the HEOps have worked to develop the system for nurturing, mentoring and coaching the next generation of IFRC emergency response leaders (develop the HEOps roster concept) during Q3 and Q4 of 2012.</p> <p>Work on the alignment of the Recovery Surge Team data with other global disaster response tools also progressed in 2012 and will be further established 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 were drafted in Q1 and Q2 of 2012 and disseminated to key stakeholders in the five Zones for comments. The draft was further revised on the basis of Zone feedback during Q3 and then shared with a broader IFRC audience (including DMWG members) for comments and final revisions. The draft is still under revision ahead of plans to present it the GSMT for endorsement/approval.</p> <p>The EA and DREF guidance has been reviewed and updated in 2012.</p> <p>The PoA templates and guidance were further developed in 2012 and will be finalised and disseminated by May 2013.</p>
Output 2.5: Effective disaster and crises management programming support team (response preparedness, relief, recovery) in place and providing quality coaching	<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>The global contingency planning guide was launched in June after extensive consultation and following the Global Response Preparedness meeting in February.</p> <p>The IFRC Earthquake Guidelines were finalized and disseminated to National Societies in Q1 2012. The guidelines cover basic principles of earthquake preparedness, response and recovery and include relevant case studies, checklists, reminders, warnings and resources for front-line IFRC staff and volunteers.</p>

³ 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 2012	Progress, achievements, constraints
and technical advice, tools and guidance to Zones and National Societies and operational teams.	<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>New Cash Transfer Programming project agreed with partners (ECHO, CaLP and British RC) for implementation from Q1 2012.</p>	<p>One emergency assessment training was conducted in cooperation with the AP Zone and ACAPs on the “Multi-cluster Rapid Initial Assessment” (MIRA) tool. A terms of reference were prepared for the development of “Operational Guidance on Multi-Sectoral Needs Assessment” and pledges received to enable this work to commence in Q3 2012, with further progress anticipated in 2013.</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>
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</p>	<p>A total of 36 Emergency Appeals launched during this period for a total of some CHF 177.2mm to deliver assistance to a total of some 4,328,306 people.</p> <p>Emergency Appeals⁴: Africa: 23 Appeals were launched for a total of CHF 57.9m to assist 2,528,606 people. Americas: 4 Appeals were launched for CHF 14m to assist 250,000 people; Asia & Pacific: 6 appeals were launched for a total of CHF 21.7m to assist 682,700 people; Europe: 1 appeal was launched for 32.3m for 170,000 people; MENA: 2 appeals were launched for CHF 43.8m to assist 705,000 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 135 DREF allocations for a total of CHF 22.8m for 12.2m beneficiaries. For details please refer to the separate DREF annual report at page:</p>

⁴ 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 2012	Progress, achievements, constraints
	Programme Services.	
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 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:</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. Only the Kenya complex emergency, Philippines typhoon Bopha, Cuba hurricane Sandy, and Syria crisis appeals fell into this category. 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 operations 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.</p>
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, there are promising discussions underway to move to a Mobile-learning (M-learning) approach to deliver the IFRC core DM mandate to a wide Movement audience, and discussions are underway with key partners to generate interest, engagement, and funding.
Output 2.9: Timely and relevant disaster management information	DMIS is updated and migrated to the new FedNet platform in 2012.	Work on the migration of DMIS to the new FedNet platform did not meet the intended plan of completion in Q3 2012, but will be emphasized as a deliverable in Q1 2013.

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.		
Outcomes and outputs	Indicator (targets) for 2012	Progress, achievements, constraints
is accessed by an increased number of DM practitioners.	<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>A thorough review of DM information management systems and resources – including the updating of DMIS - did not commence due to the unavailability of funds, but is now underway for 2013.</p> <p>4 operation-specific DMIS pages were established during the period, 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 commenced in January 2012.</p>
<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 use of cash in emergencies, market assessment methodologies, contingency planning, simulation, and use of needs assessment software.</p>	<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 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 2012.</p> <p>Movement guidance on camp and collective centre management is developed in 2012.</p>	<p>A draft monitoring and evaluation framework for DREF was developed in 2012 based on feedback from the Zones and the DREF Advisory Group and was piloted.</p> <p>The emergency PoA tool was further amended and modified based on internal discussions and field testing during Q1 and Q2 and will be finalised by the end of 2012 (with accompanying guidance) for broader dissemination. A significant improvement to the tool is the inclusion of a drop-down menu for standard outcomes and indicators to make the tool more user-friendly and practical for end-users. Related to this, was the commencement of work on developing a simplified DREF PoA template and guidance for piloting by the end of 2012.</p> <p>Work commenced in 2012 on the DM information management initiative with an analysis of functions and tools. Progress was presented at the FACT and ERU working group meetings in May in Geneva, and based on the feedback, the outcomes were incorporated into the team leader training curricula that place in Nynas, Finland in October 2012.</p> <p>Feedback on the draft ToRs for Movement guidance on camp management was received in Q2 and funding pledges identified to enable work to commence on the mapping of Movement experience and development of key Movement messages/positions in Q3. This work is pending and will be renewed in 2013.</p>

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

Outcomes and outputs	Indicators (targets) for 2012	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.		
<p>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>	<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 1 National Society-level training in 2012).</p>	<p>The roles and responsibilities of the Senior Officer Response Preparedness were reviewed in Q1 and a revised job description incorporating key global RDRT/RIT support functions prepared in Q2. Work on reviewing the global RDRT/RIT system commenced in Q4 2012.</p> <p>To date, 100% of DREF proposals and EA's have considered and/or included volunteer insurance in narrative and budget.</p>

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

Outcome and outputs	Targets for 2012	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.		
<p>Output 4.1: Successful hosting of, and representation with, inter-agency initiatives including the Sphere Project and</p>	<p>Effective representation on the Sphere Project Board throughout 2012.</p> <p>Effective participation in the SCHR</p>	<p>Throughout 2012 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</p>

SCHR.	Working Group throughout 2012.	<p>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 will move from the Federation Secretariat to the International Council of Voluntary Agencies (ICVA) in 2013. The move supports 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. 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.</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>The Disaster Management Working Group (DMWG) met in Tokyo Japan from 30 May – 1 June. 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 2012 meeting also proposed the establishment of a sub-group to advance IFRC wide work on environmentally sustainable approaches to disaster response. (Key outcomes are listed under stakeholder participation and feedback below).</p> <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 2012.</p> <p>The DREF Advisory Group (DAG) met in Budapest from 20-21 March 2012. A workshops report is available upon request.</p> <p>The Civil Protection Working Group continued its agenda 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 was not finalized in 2012 as planned, but</p>

	Representation to governments, donors, media and other stakeholders as requested by SMT.	was referred for final consultation in 2013 - incorporating feedback received through the P&R consultation process. The DCM team also provided timely and appropriate briefing and representation to government, donor, media and other stakeholders throughout 2012.
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Business Line 5: Deepen our tradition of togetherness through joint working and accountability.

Outcomes and outputs	Indicators (targets) for 2012	Progress, achievements, constraints
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.		
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>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>Continued progress was made in 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>

Annex B: Emergency Appeals launched in 2012

Appeal	Title	Launch Date	Operation Timeframe		Beneficiaries	Budget
Africa						
MORNE010	Niger - Complex Emergencies	30-Jan-12	20-Dec-11	31-May-13	224,000	3,375,048
MORMZ009	Mozambique - TS Dando	22-Feb-12	30-Jan-12	28-Feb-13	70,000	2,728,741
MORTD009	Chad - Food Insecurity	26-Feb-12	19-Dec-11	15-Apr-13	123,000	2,239,273
MORMG008	Madagascar - TC Giovanna	23-Mar-12	21-Feb-12	30-Nov-12	25,000	831,512
MORSO012	Sudan - Population Movement	23-Mar-12	23-Mar-12	23-Mar-13	54,000	3,466,967
MORCG011	Republic of Congo - Brazzaville Explosion	26-Mar-12	07-Mar-12	30-Nov-12	13,800	1,238,920
MORSO013	Sudan - Food Insecurity	13-Apr-12	10-Apr-12	30-Jun-13	64,000	465,665
MORBF011	Burkina Faso - Food Insecurity	16-Apr-12	16-Dec-11	31-Jul-13	105,000	2,093,612
MORSN007	Senegal - Food Insecurity	20-Apr-12	23-Dec-11	30-Apr-13	62,500	1,603,923
MORGM008	Gambia - Food Insecurity	30-Apr-12	30-Apr-12	31-Jan-13	34,668	1,100,051
MORKM004	Comoros - Flash Floods	04-May-12	04-May-12	31-Mar-13	20,000	624,074
MORS5001	South Sudan - Population Movement	11-May-12	11-May-12	30-Apr-13	70,000	4,131,067
MORML009	Mali - Food Insecurity	04-Jun-12	04-Jun-12	31-Mar-13	58,500	1,042,363
MORKE023	Kenya - Complex Emergency	11-Jun-12	11-Jun-12	30-Jun-13	465,644	20,419,397
MORSL003	Sierra Leone - Cholera Epidemic	13-Aug-12	13-Aug-12	30-Apr-13	917,000	1,061,852
MORCM014	Cameroon - Floods	08-Sep-12	05-Sep-12	30-Sep-13	25,000	1,552,349
MORNG014	Nigeria - Floods	01-Oct-12	24-Sep-12	25-Sep-13	50,000	3,453,527
MORLS003	Lesotho - Food Security	12-Oct-12	12-Oct-12	31-Jul-13	8,000	1,119,000
MORMW008	Malawi - Food Security	17-Oct-12	17-Oct-12	30-Jun-13	17,500	1,025,310
MORTD010	Chad - Floods	21-Oct-12	07-Sep-12	30-Jun-13	30,800	775,716
MORAO005	Angola - Food Insecurity	13-Nov-12	08-Nov-12	31-Aug-13	60,000	1,562,562
MORBI008	Burundi - Population Movement	15-Nov-12	15-Nov-12	31-Jan-14	20,194	717,077
MORZW006	Zimbabwe - Food Insecurity	19-Dec-12	10-Dec-12	10-Sep-13	10,000	1,290,342
Subtotal Africa					2,528,606	57,918,348
Americas						
MORBO007	Bolivia - Floods	14-Mar-12	28-Feb-12	15-Dec-12	10,000	503,659
MORCU002	Cuba - Hurricane Sandy	28-Oct-12	28-Oct-12	31-Oct-13	175,000	4,813,267
MORJM003	Jamaica - Hurricane Sandy	30-Oct-12	30-Oct-12	31-Jul-13	17,000	1,211,693
MORHT010	Haiti - Hurricane Sandy	31-Oct-12	31-Oct-12	31-Oct-13	40,000	7,511,993
Subtotal Americas					242,000	14,040,612
Asia Pacific						
MORVN010	Vietnam - Hand, Foot and Mouth Disease	02-Apr-12	02-Apr-12	31-Jan-13	196,200	758,416
MORAF001	Afghanistan - Floods	05-Jun-12	05-Jun-12	05-Dec-12	14,000	1,017,115
MORBO010	Bangladesh - Floods and Landslides	08-Aug-12	02-Jul-12	07-Jun-13	47,500	1,753,139
MORPH010	Philippines - Floods	09-Aug-12	09-Aug-12	31-Mar-13	100,000	1,772,243
MORLK004	Sri Lanka - Drought	02-Nov-12	02-Nov-12	09-Apr-13	125,000	186,642
MORPH011	Philippines - Typhoon Bopha	05-Dec-12	05-Dec-12	31-Jul-14	200,000	16,267,217
Subtotal Asia Pacific					687,700	21,754,777
Europe & Central Asia						
MORTR003	Turkey - Population Movement	09-Nov-12	09-Nov-12	31-Aug-13	170,000	32,311,219
Subtotal Europe & Central Asia					170,000	32,311,219
Middle East and North Africa						
MORSY003	Syria - Syria Complex Emergency	06-Jul-12	06-Jul-12	31-Dec-13	650,000	39,197,725
MOR81003	Lebanon, Jordan & Iraq - Population Movement	09-Aug-12	09-Aug-12	30-Jun-13	55,000	4,647,103
Subtotal Middle East and North Africa					705,000	43,844,828
GRANDTOTAL ACTIVE EMERGENCY APPEALS					4,328,306	169,869,779