



Operational Meta-Analysis

2020-2023



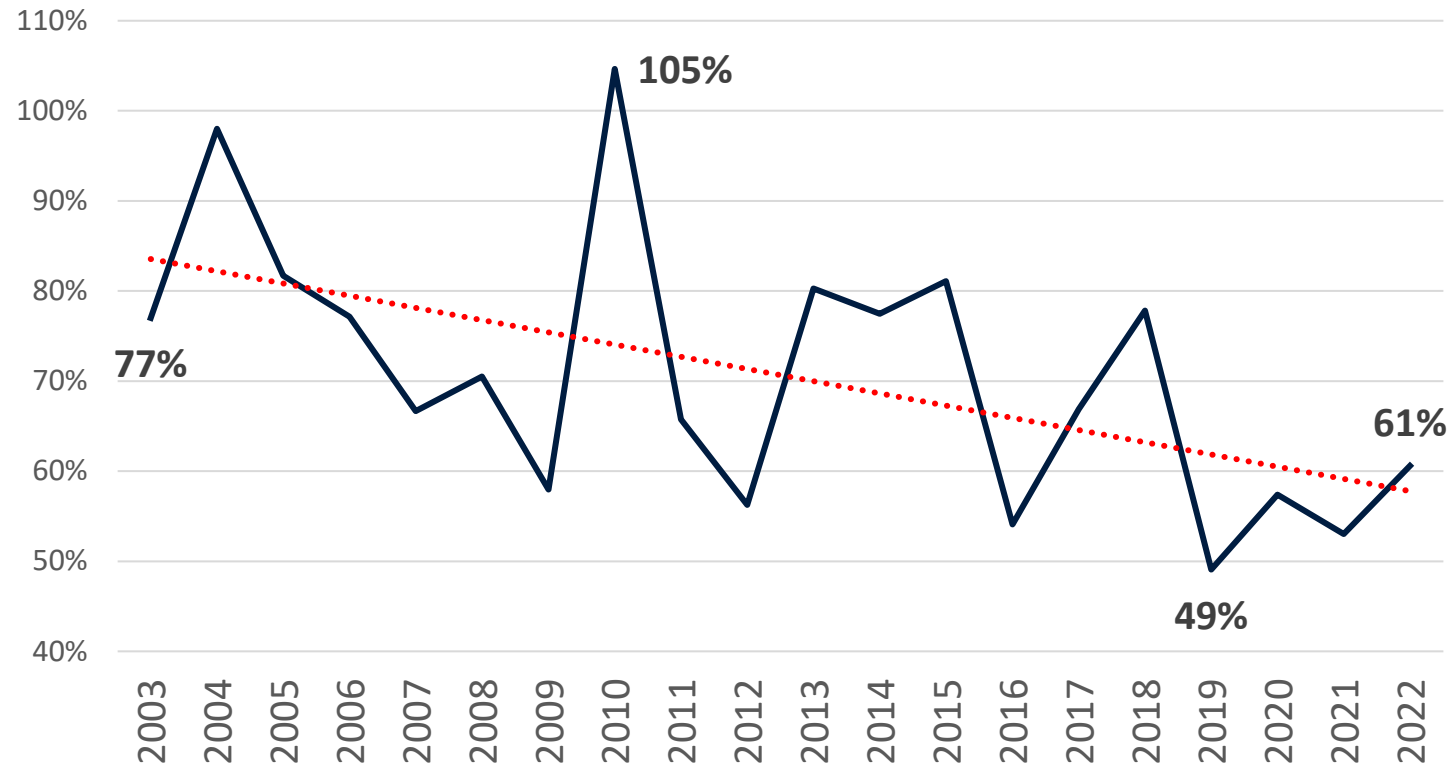
Contents



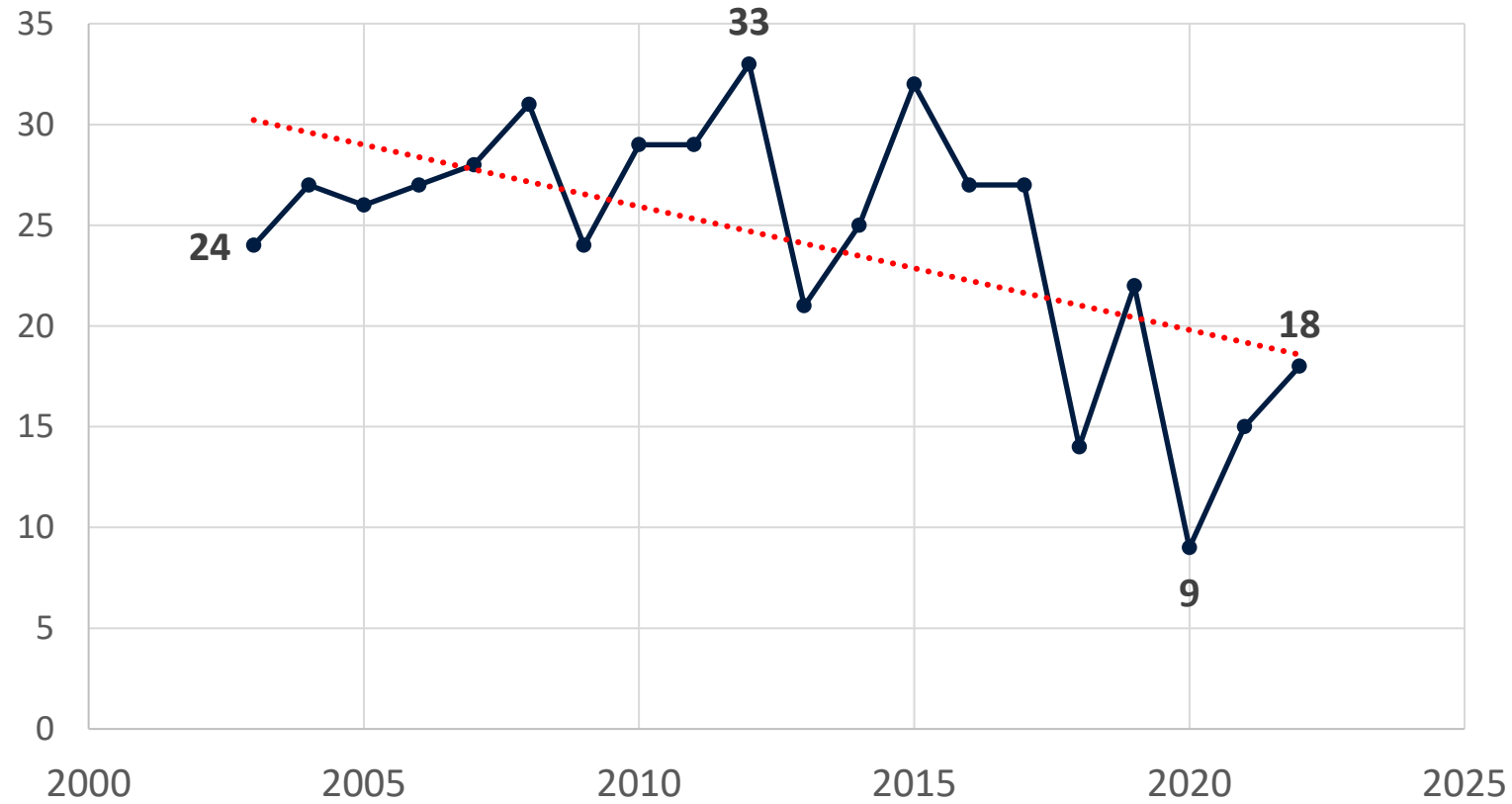
- **Emergency Appeal Trends**
- **Meta-Analysis - Methodology**
- **Recurring themes – 13 years**
- **2023 Meta-Analysis findings**
- **Ongoing initiatives**

Emergency Appeals in the last 20 years...

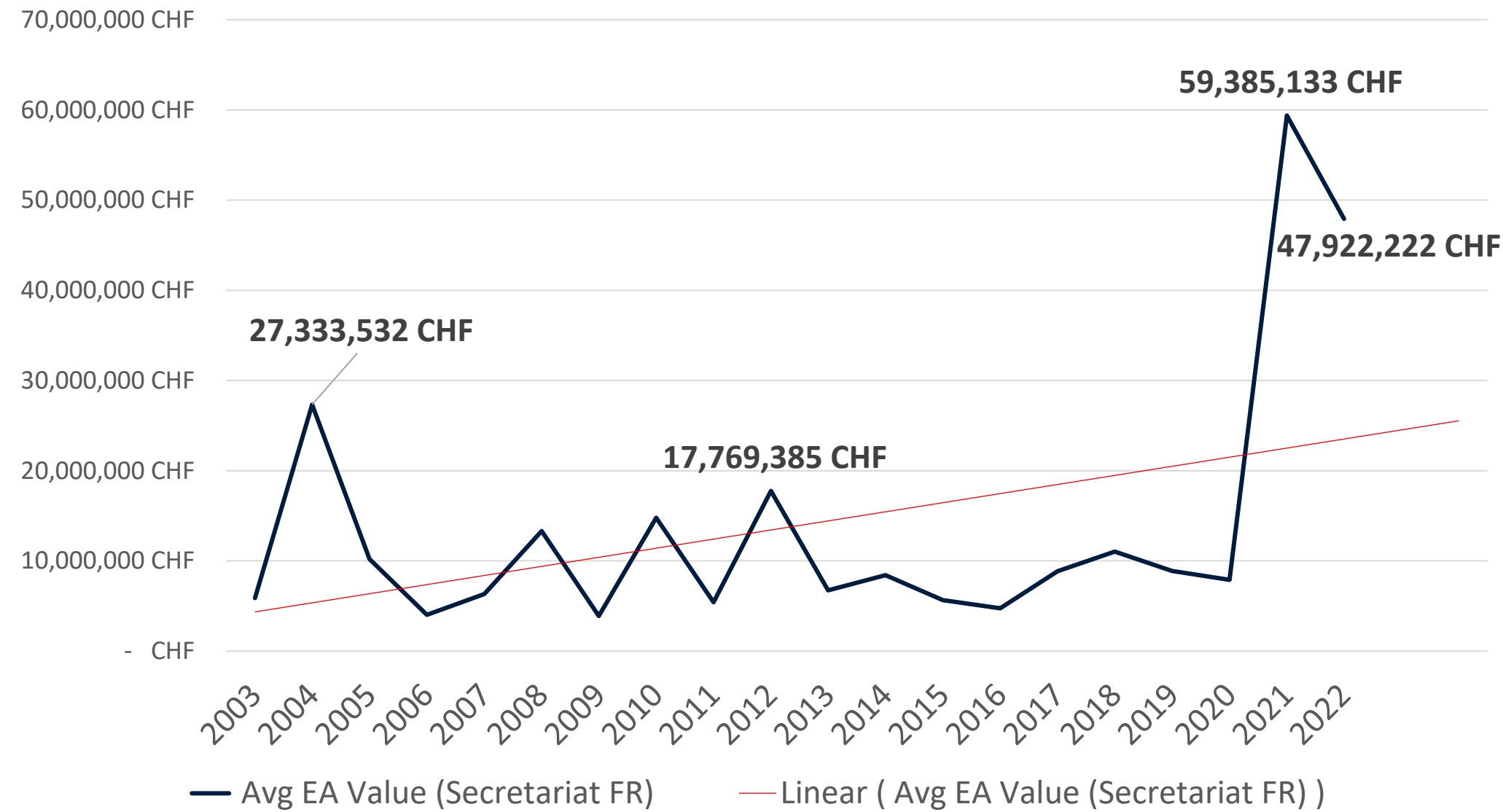
% EA Funding Received



of EA (per year)



Avg EA Value (Secretariat FR)





Consolidating Four Meta-Analyses

67

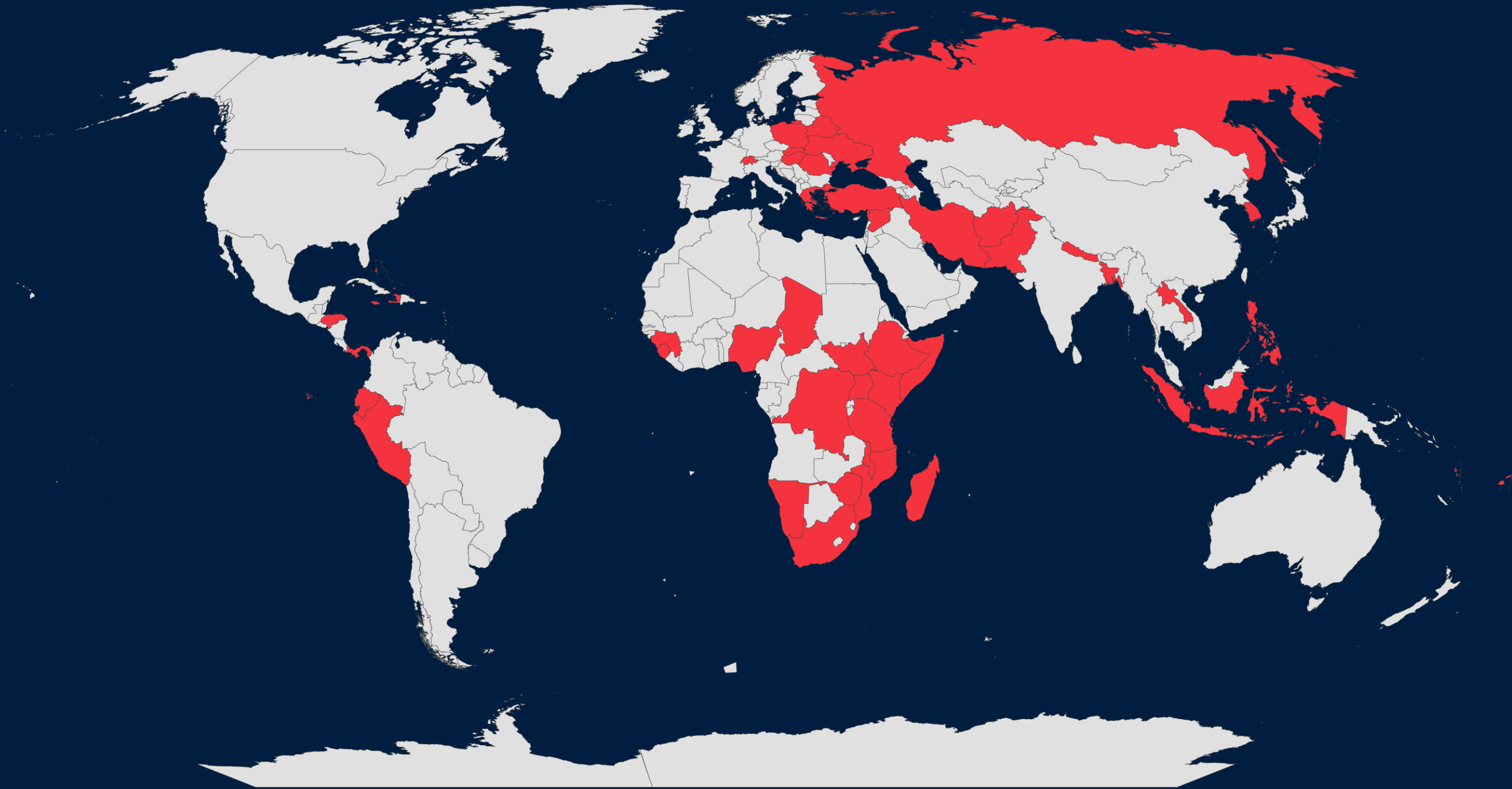
operations

13

years of learning

202

Cumulative findings



FULL DATASET



2020-23 Meta-Analysis

16

Operations

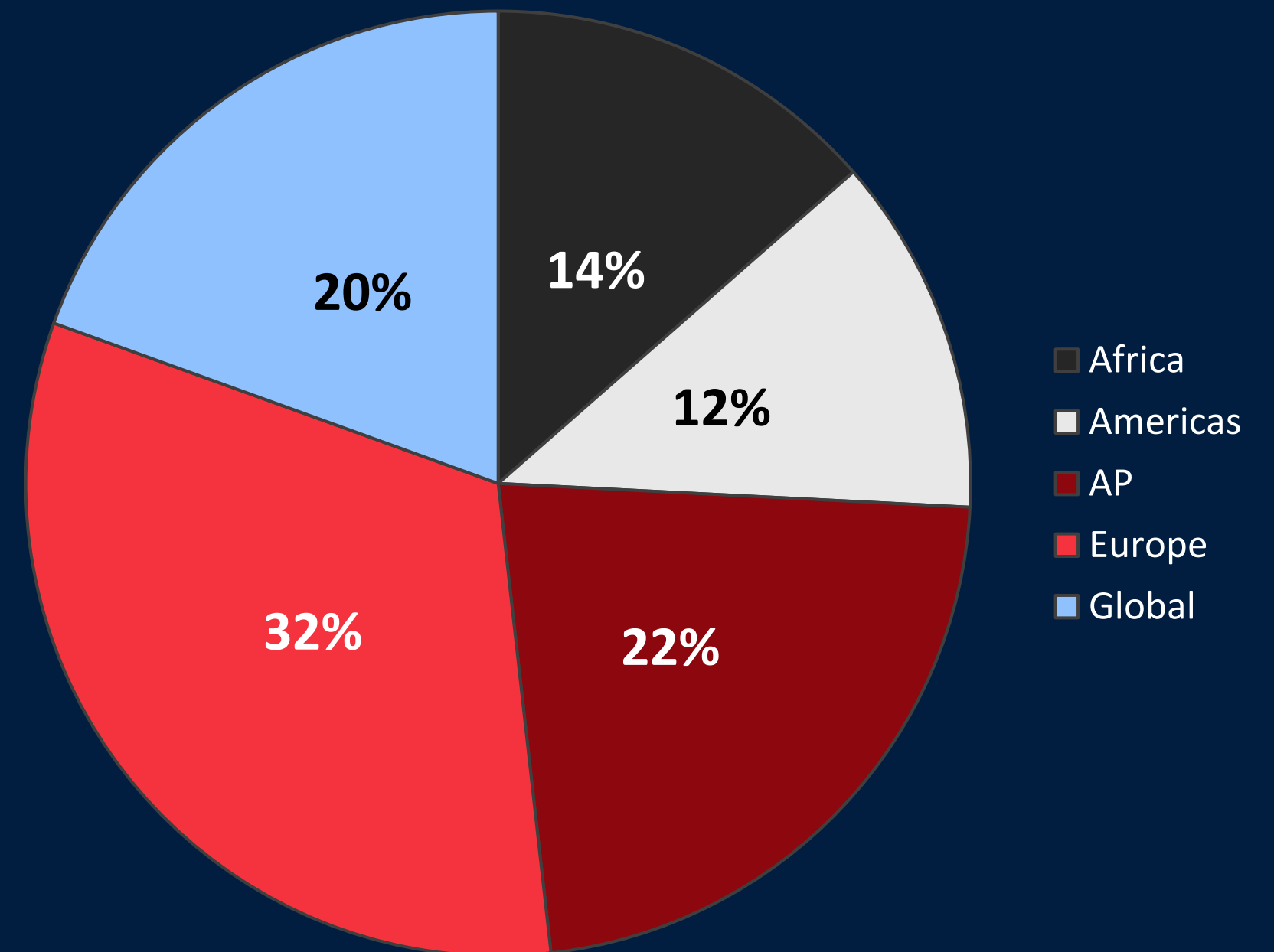
>1,000

pages read
and tagged

Afghanistan, Crisis	Bahamas, Hurricane Dorian
Belarus, pop mov't	Southern Africa, Cholera
COVID-19	DRC, Volcano
Guinea, EVD	Ethiopia, Tigray crisis
Honduras, Eta/Iota	Turkiye, Earthquake
Ukraine Crisis	Malawi, TS Ana
DRC, EVD	Nepal, earthquake
Greece, pop mov't	Uganda, EVD

Global perspective

covering operations in all regions



Analytical Framework



Category	Sub-Category
Leadership & Decision-making	IFRC
	Movement Partners
	Agenda for Renewal and NWoW
Analysis and Planning	Risk management and BCP
	Response and recovery planning
	Pre-disaster agreements and preparedness
Coordination	Coordination with the Movement (ICRC + PNS)
	Coordination within IFRC
	Coordination with external agencies and NGO's
	Coordination with authorities
	Cooperation with private sector
Operations	Cash transfer programming
	Information management
	Rapid response (surge + ERU)
	Quality programming
	IFRC Emergency response procedures
Policy and Strategy	RC Auxiliary role, mandate, and law
	Humanitarian diplomacy and advocacy
Operations support	Safety and security management
	Operations monitoring, evaluation, reporting, and learning
	Finance, admin, policy, and corporate service emergency procedures
	Logistics, procurement, and supply chain
	HR, staff and volunteer management and duty of care
	Media and communications
	Resource mobilization

- **Qualitative research design** where Evaluations (RTE + Final), surge end of mission reports, and other learning documents were tagged against the analytical framework. Timeframe under examination for the latest analysis was from **March 2020 – May 2023**.
- Themes identified through tags at sub-category level, resulting in **67 individual findings**

11

Recommendations

45

Challenges

11

Best Practices

- Each challenge vetted with sector/unit leads to **identify any initiatives in place already** to rectify them



ALL META-ANALYSES

Common findings

Recurring themes - past 13 years



Nine recurring themes highlighted in **all** meta-analyses

- Need to **strengthen our corporate service processes** in emergencies and **build our pool** of deployable CS professionals
- **Minimal understanding** of IFRC systems, emergency response procedures, and corporate service procedures **amongst the Membership**, which undermines response efficiency and people's confidence and raises institutional risk.
- Delays in recruitment inevitably lead to the **'pain box' in the transition from surge.**
- **IFRC decision-making authority is unclear** between the country, region, and Geneva-levels, **blurring the lines** of accountability and responsibility

Recurring themes - past 13 years



- Need to **enhance our assessment and analytical capacity** within IFRC and Membership, **building stronger links** to operational planning and decision-making
- **Our collective weakness in operations monitoring** undermines our ability to demonstrate our impact, raise resources, and ensure quality delivery
- **High level visits** continue to challenge capacity and operations flow, while value added is not always evident
- **Weak volunteer management systems** threaten operations and put volunteers at undue risk
- **Unsolicited or sub-standard IKD's** continue to be sent in the early stages of large-scale crises. This **violation of the Principles and Rules** clogs relief pipelines, imposes massive costs, and can risk the Movement's reputation.



*"I am satisfied [with my mission] but **these chronic issues need solutions** b/c the tangible rewards feel nominal in comparison to the challenges that have been identified time and time again. Otherwise I'm afraid **I'd be less compelled to deploy again** if we're just spinning our wheels making the same mistakes over and over again."*

- Delegate from a NS deployed in 2022



META-ANALYSIS (2020-23)

Main findings

Top Challenges – 2023 Meta-Analysis



Nearly all of the top five challenges are all recurring themes from past 13 years...

1

Lack of proper assessment and analysis, linked to **operational planning**

2

Minimal Understanding of **IFRC systems and procedures** amongst Membership

3

High turnover of surge staff, weak handovers, and short missions

4

Weak operations monitoring

5

Lack of **deployable** corporate service profiles

**Ranked by frequency*

Challenges – Aggregated by sub-category



“Duty of care” was the most frequently reported challenge between 2020 and 2023

- 1. Burnout:** RR personnel—IFRC and Membership—face **high levels of stress** on response with non-standard access to **PSS and burnout prevention**. While some NS' have strong PSS and duty of care setups, the IFRC and some of its Membership have little in place, **exposing their staff to high levels of risk and burnout.**
- 2. Financial Liability:** Undue personal and financial liability transferred to IFRC and NS RR staff while on mission, including delegates being required to utilize their **personal finances** to cover essential mission costs or **assuming personal liability** for enormous working advances (>CHF 10k). As some are unable to assume such liability, this widens the gap between those sent from the **global north and south**
- 3. Equipment:** Delegates continue to be deployed--from the IFRC in particular--**without being provided with adequate equipment**, which forces them to use their own personal equipment on mission and/or risk their readiness and wellbeing on response

Ranked by frequency

- 1. Best Practice:** Although secondary consideration of HNS interests and limited engagement in programme design remain in operations, **a cultural shift has occurred in line with the Agenda for Renewal**, which has put HNS at the center of response and Movement Partners working in support of the HNS response plan.
- 2. Challenge:** **IFRC decision-making authority is unclear** between the country, region, and Geneva-levels, **blurring the lines** of accountability and responsibility
- 3. Recommendation:** Need to ensure **physical collocation** with the HNS and Membership **as priority in emergency operations** as well as proximity to the crisis

Important NSD initiatives to watch out for...

1. Upcoming approval and dissemination of the **NSDiE Framework**
2. Revival of **NSDiE surge** training and **reactivation of NSDiE pool** and rapid response roster
3. Sharing **emerging evidence and learnings** of NSD in emergencies and their linkage to longer-term NSD priorities
4. Inclusion of clear and essential NSD elements into the **revised Managing IFRC Operations training**

Ranked by frequency

- 1. Challenge:** Although **improvements have been made**, lack of proper assessment and analysis, **linked to operational planning and decision-making**, undermines response.
- 2. Challenge:** **Limited funding overviews** from Partners and **delayed commitments** from donors **undermines** operational planning
- 3. Best Practice:** Structured and predictable **operations planning cycles** continue to demonstrate their **effectiveness** in response and Movement/Membership coordination
- 4. Best Practice:** **Anticipatory action** continues to demonstrate its **impact and effectiveness** in addressing humanitarian need and improving learning
- 5. Challenge:** Delays in the **resolution of alleged code of conduct/PSEA cases** and concerns raised to the Integrity Line **undermines trust**

Ranked by frequency

- 1. Challenge:** While **remote deployments** have associated cost savings, generally they are considered **more challenging and less effective**.
- 2. Challenge:** Continued challenges in **managing vertical information flow** within the IFRC structures, which **negatively impacts internal coordination** between all levels
- 3. Challenge:** There remains considerable disagreement--within both the IFRC and Membership--of IFRC's focus in operations. While some NS have repeated that they do not want the "**IFRC to act like another implementing PNS**", others are clear that the humanitarian imperative, at times, **requires the IFRC to adopt an implementing role**. These opposing views cause confusion amongst the IFRC and Membership, which slows response.

Top Findings – Operations



**The top three ranked findings by frequency were outlined already in slide 11: (1) High surge turnover; (2) lack of deployable corporate service profiles; and (3) Membership lack of understanding of IFRC systems.*

Ranked by frequency

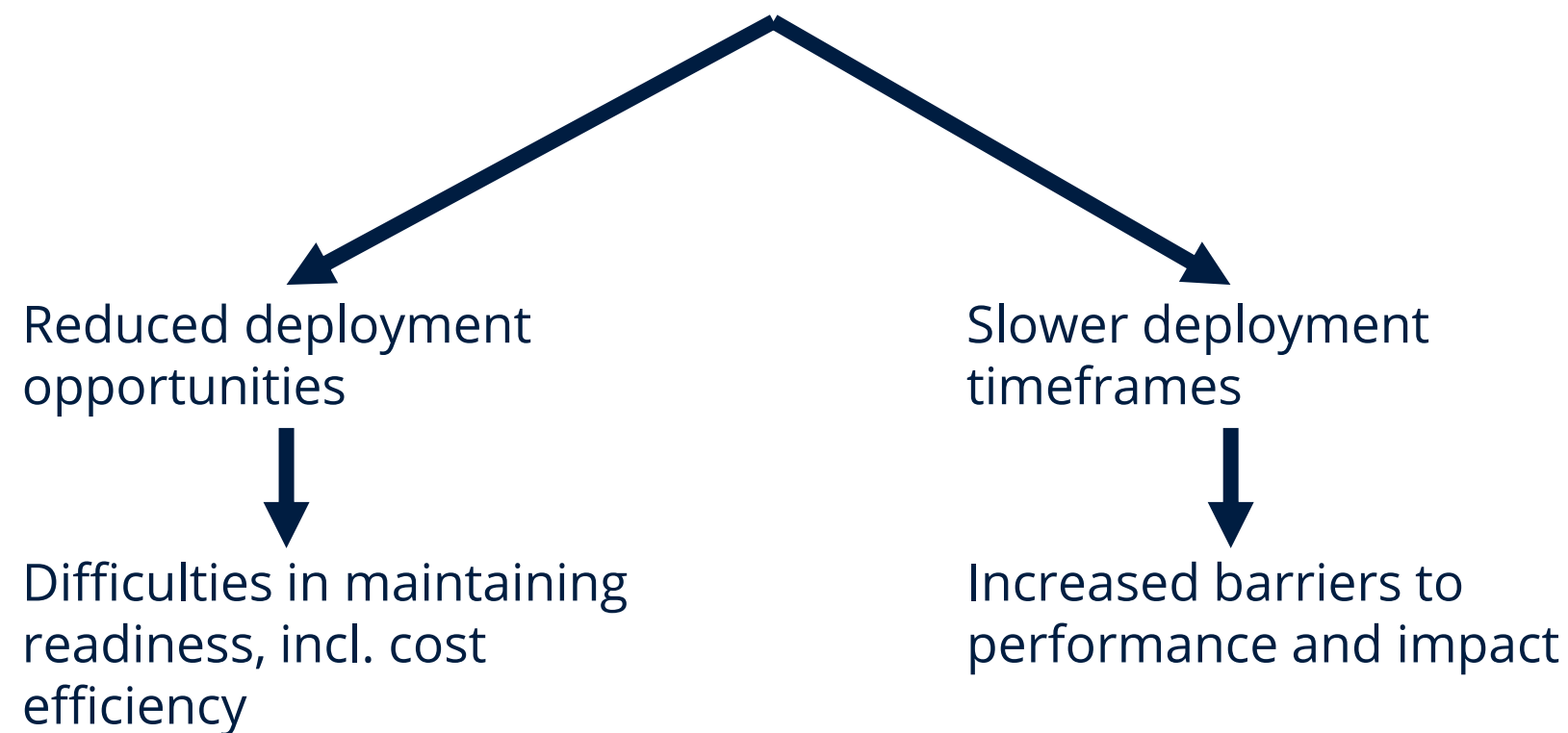
4. **Challenge:** Challenges—perceived or actual--remain in the **soft and hard competencies of surge members**, including lacking cultural sensitivity, disparate technical skills, and low experience-levels, which **impacts operations** and erodes trust in the tools
5. **Challenge:** Refusal of surge (**see next slide**)
6. **Recommendation:** Cash interventions should not be mounted **at the exclusion of other relief modalities**, particularly considering the **timeframes required to mount them** (~2 months) and **high dependence on Government partnership** and data access

Novel Finding 2023: Refusal of Surge



Novel finding: Trend amongst NS of **aversion or outright refusal to deploy some of the global tools** (surge [Global + Regional] and ERU) due to:

1. Legacy negative perceptions of their effectiveness,
2. Inapplicability in certain contexts,
3. Costs (actual or perceived), and/or
4. Post-departure fallout (actual or perceived)



Occurred in Uganda, Greece, Honduras, Ukraine, Southern Africa, Syria, and Turkiye.

Ranked by frequency

- 1. Challenge: Weakness in operations monitoring and data collection** undermines our ability to demonstrate our impact, raise resources, and ensure quality delivery to affected populations.
- 2. Challenge: Highly specific earmarking** (sectoral, timeframe, and geographic) continues to **undermine the localization agenda** by cementing donor-driven response, risking implementation quality to meet tight deadlines, and limiting NS' abilities to programme against their priorities in the short-, medium-, and longer-terms.
- 3. Challenge:** Despite continued calls for such, there are **no clear Corporate Service Emergency Standard Operating Procedures** to facilitate adaptative administrative procedures in times of crisis, which greatly affects the efficiency of IFRC response.
- 4. Challenge: Slow disbursement timelines or delays in funds transfer to National Societies continue,** limiting the quality and impact of our interventions

Top Findings – Policy, Strategy, and Standards



Ranked by frequency

- 1. Recommendation:** The trust that Government and the people have in the Red Cross **greatly affects the working areas of the NS and their access to funding.** Lack of recognition of the RC auxiliary role or pre-agreements excludes HNS' from a response, which can impact the wider RCRC and thus emphasizes **the importance of auxiliary to Government negotiations pre-crisis.**
- 2. Challenge: Lack of legal status** for IFRC complicates operations with the impact often **underestimated for the IFRC and Membership**



META-ANALYSIS (2020-23)

Initiatives ongoing to rectify challenges

What are we doing about it?



Challenges: Top Findings

Finding	Action (ongoing/planned)	Unit Engaged
Assessment, analysis, and planning	Assessment Toolkit & Accelerating IM programme (planned), institutionalize DEEP (ongoing); Guidance for humanitarian scenarios (ongoing); Strengthening remote sensing analysis capacity (planned);	IM, Operations
Understanding of IFRC systems by Membership	Surge Learning + IFRC Learning Platform - 'Induction to IFRC Operations', 'Managing IFRC operations', and 'Your Guide to Project Financial Management' (complete); Job aids in the Operational Toolbox (complete)	Surge Learning + CS
High turnover of RR		
Weak operations monitoring	Training material updated (planned); PMER Co to be hired (planned); standardization of indicator bank and improved data collection process (ongoing)	PMER
Lack of deployable CS profiles	ForeSee: Stand-by list of corporate services staff (ongoing); enhance NS CS surge rosters (ongoing)	USG NSDOC, Surge
Unsolicited IKD's	Standard mobtable message discourages unsolicited IKD's (completed); Continued advocacy early in emergencies against unsolicited donations (standard)	GHSSCM, DCC, SPRM

What are we doing about it?



Challenges: Burnout Prevention

Finding	Action (ongoing/planned)	Unit Engaged
Burnout prevention and duty of care	<ul style="list-style-type: none"> • IFRC PSP Team: 12 counsellors in all Regions; 2 free sessions for all IFRC staff w/ remaining sessions covered by AXA insurance (completed); • IFRC PS Center: extensive materials and trainings (completed) - https://pscentre.org/ • Burnout Prevention Program Development (planned) • MHPSS: online training for managers on how to take care of staff and volunteers (ongoing) <p>But more can be done in operations: Buddy Talks, Peer Support, Briefing/Debriefing sessions, selfcare routine. No definition of Duty of Care exists at the IFRC.</p>	OHSW

What are we doing about it?



Challenges: Leadership + Analysis and Planning

Finding	Action (ongoing/planned)	Unit Engaged
IFRC decision-making levels	Revision of the Emergency Response Framework (planned)	DREF, IM & Quality
Limited partner funding overviews	Enhancement and operationalization of Fed-wide data collection in emergencies (ongoing)	PMER
Resolution of PSEA/Code of Conduct cases	Awareness raising of integrity line, investigations processes, and fraud/SEAH prevention (planned); establish an investigations roster (ongoing); embedding assurance teams in larger responses (ongoing)	OIAI

What are we doing about it?



Challenges: Coordination + Operations

Finding	Action (ongoing/planned)	Unit Engaged
Remote deployments		
Vertical info flow	Revision of the Emergency Response Framework (planned)	DREF, IM & Quality
RR competencies	"Induction to IFRC Operations" module on cultural awareness (completed)	Surge Learning
Refusal of surge		

What are we doing about it?



Challenges: Operations support + Policy

Finding	Action (ongoing/planned)	Unit Engaged
Earmarking undermining localization	Advocacy to partners on flexible funding (ongoing); Availability of key messages for SPRM (completed); Negotiations between Partners and IFRC on best possible outcome for earmarking (ongoing standard practice)	SPRM
CS Emergency Procedures	ForeSee: Note 7a (HR - ongoing); SCM 3 (procurement - ongoing); review of control frameworks in HR, Finance and Supply Chain Management (planned); develop a "No Regrets" Policy for emergencies (planned)	HR, GHSSCM, Finance
Funds transfer to NS	ForeSee: Framework agreement to be signed, which is activated through a one-page Activation Form (ongoing)	Foresee, Finance
Legal status	Increasing countries with status agreements (ongoing); Ops Readiness for HoD to include options to overcome challenges of not having a status agreement (planned)	Legal, DCC

Questions

Email:

Jamie.lesueur@ifrc.org

HEOps

Miki.tsukamoto@ifrc.org

Coordinator, M&E





ANNEX - 2023 DCWG

*Deep-dive sessions looking at core
Meta-Analysis findings*

DCWG Deep Dive

Challenge: Although **improvements have been made**, lack of proper assessment and analysis, **linked to operational planning and decision-making**, undermines response.



Action Points

1. Ensure emergency needs assessments are included within our **minimum requirements for quality operations**, including integrating the **requirement to conduct a needs assessment** into the **job descriptions** for operations leadership as well as the **KPI's for quality operations**.
2. **'Build the narrative'** around the necessity for planning functions in large-scale operations, emphasizing the link between **analysis, forecasting, and informed leadership decision-making**. Learn from good practices ongoing amongst the Membership—i.e. Italian RC, MDA, AmCross.
3. Continue to work through existing initiatives and TWG to **ensure strong capacity-building within the National Societies** on needs assessments. This should include developing and referencing the **incentives and benefits of conducting needs assessments** in terms of positioning, planning, and quality response.
4. Work with Movement partners, including through the DCWG sub-group for Membership Coordination in Emergencies, SMCC, and New Way of Working to **identify and overcome the barriers to conducting common/coordinated/joint needs analyses** in Federation-wide and Movement operations—including **data sharing** between Movement components.

DCWG Deep Dive

Challenge: Minimal understanding of IFRC systems, emergency response procedures, and corporate service procedures **amongst the Membership** and **high turnover** over RR personnel



Action Points

1. **Decentralize** the Induction to IFRC Operations training to IFRC RO and NS
2. **Work on a guidance**--"minimum procedures for Dummies". Should be easy to **access and disseminate** and be linked to the Toolbox.
3. Produce an **analysis of the compositions of RR pools** by sector, region, Movement component, etc. to better understand the breadth and depth of our global surge pool.
4. Reach consensus on the **minimum deployment length** (i.e. 60 days) for RR missions.
5. Build more opportunities for **developing missions**, especially remote and to IFRC Operations.
6. Ensure handovers are **mandatory** for RR personnel.

DCWG Deep Dive

Challenge: Trend amongst NS of **aversion or outright refusal to deploy global tools** (surge [Global + Regional] and ERU)



Action Points

1. Finding is **more relevant to ERU** than rapid response personnel as deployment frequency is increasing in this time period.
2. Some ERUs in current shape and form are **not always needed** – we need to be more modular and the ERU TWGs should define this modularity.
3. Need to define the **expertise required** to articulate the types of support to be mobilized (ERU/Rapid Response)
- 4. Educate senior management** in NS' and IFRC on the Global Tools (ERUs and Rapid response)
5. Decisions on rapid response mobilization needs to be based on **needs and analysis of capacities in country**. **Before requesting surge support**, look at capacities in-country to support the response.

DCWG Deep Dive



Challenge: Unsolicited or sub-standard IKD's continue to be sent in the early stages of large-scale crises. This **violation of the Principles and Rules** clogs relief pipelines, imposes massive costs, and can risk the Movement's reputation

Action Points

1. Reach out to the humanitarian community to **explore opportunities for collaboration and joint educational messaging** before and during crises to key stakeholders (governments, media, public, community groups)
2. Build on what has already taken place in the guidelines for SMCC mini-Summit/Joint Statement and **develop standard messaging for NS** to include in development of communications strategies for emergency appeals
3. **Develop SOPs to equip NS** in 1) managing offers of U-IKD and their related political/public pressure and 2) manage U-IKD when they are sent regardless.
4. Include notions on the management of U-IKD in the next **revision of the Sphere standards**
5. Ask the Governing Board **to issue a statement calling for compliance with the Principles and Rules** on U-IKD, reminding partners that the operational costs of U-IKD will be transferred back to the NS
6. Request that a side event be held at the next **International Conference (2024)** to create a space for discussions between Movement partners and governments.