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Disaster and Crisis Management (DCM) Annual report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAA00040

April 2015

Period covered

January-December 2014

*Photo: West Africa Ebola
Virus Disease (EVD)
operation, National Society
safe and dignified burial team.*



Overview -- DCM mission and core functions

The Disaster and Crisis Management (DCM) department's mission is to ensure that a well-functioning, relevant global disaster management system is in place to address the needs of communities who are vulnerable to or affected by disasters and crises. DCM is part of a global disaster management team guided by the following key strategic priorities:

- Providing leadership for the development of global disaster and crises management policies, strategies and programming approaches to reflect the changing humanitarian environment and the growing capacities of National Societies to coordinate and deliver humanitarian assistance.
- Developing and disseminating global disaster response guidance and procedures that clarify roles and responsibilities, set standards and help the IFRC to measure efficiency, effectiveness and the impact of operations.
- Strengthening IFRC-wide response tools and capacities for disaster and crises including in the areas of response preparedness and contingency planning, disaster needs assessment, relief to recovery planning, the scaled-up use of cash in emergencies; global surge capacity systems and tools development and improving the timeliness and quality of Emergency Appeal and Disaster Relief Emergency Fund (DREF)-supported¹ operations.

Within these key priorities, DCM delivers the following core functions:

- Conceptual leadership and remote and field-based technical support for response preparedness, relief and recovery programming globally.
- Quality assurance and approval of all DREF proposals and Emergency Appeals.
- Real time evaluations (RTE's) of all major operations.

¹ DREF activities are covered separately in the 2014 Annual Report

- Immediate mobilization of global surge capacity / disaster response tool upon request.
- Reliable disaster management information systems and maps.
- Facilitating global coordination and representation on disaster and crises management with Movement and non-Movement partners.

As part of an effective global disaster management team, DCM strives to continuously improve communications and collaboration between the department and DM colleagues at Zone, regional and country levels; regularly deploys to operations to provide surge capacity where needed, to ensure that disaster and crises operations are appropriately led and strategized and that humanitarian standards are adhered to.

Context and highlights of progress and challenges in 2014

The complex and challenging humanitarian landscape in 2014 was dominated by the conflict-related situations in Syria, Iraq and the humanitarian impact on neighbouring countries; ongoing political tensions resulting in humanitarian response needs in Afghanistan, Libya, the occupied Palestinian territories (oPt), Ukraine, and Yemen; health and epidemic outbreaks (most significantly the Ebola Virus Disease (EVD) outbreak in West Africa, and food insecurity (the Sahel countries of Africa, the Horn of Africa, plus other countries and regions).

While these and other climate-related disaster situations could be considered within the norm of recent RC / RC disaster and crises response trends, the simultaneous nature, number, and severity of the situations and the various context-specific dynamics continue to present significant challenges to the entire Movement. This includes operations being implemented through the standard Emergency Appeal and DREF mechanisms, but also a range of other humanitarian situations where the IFRC is working collaboratively with partners and the ICRC in providing vital support to National Societies in delivering appropriate and flexible assistance to affected populations.

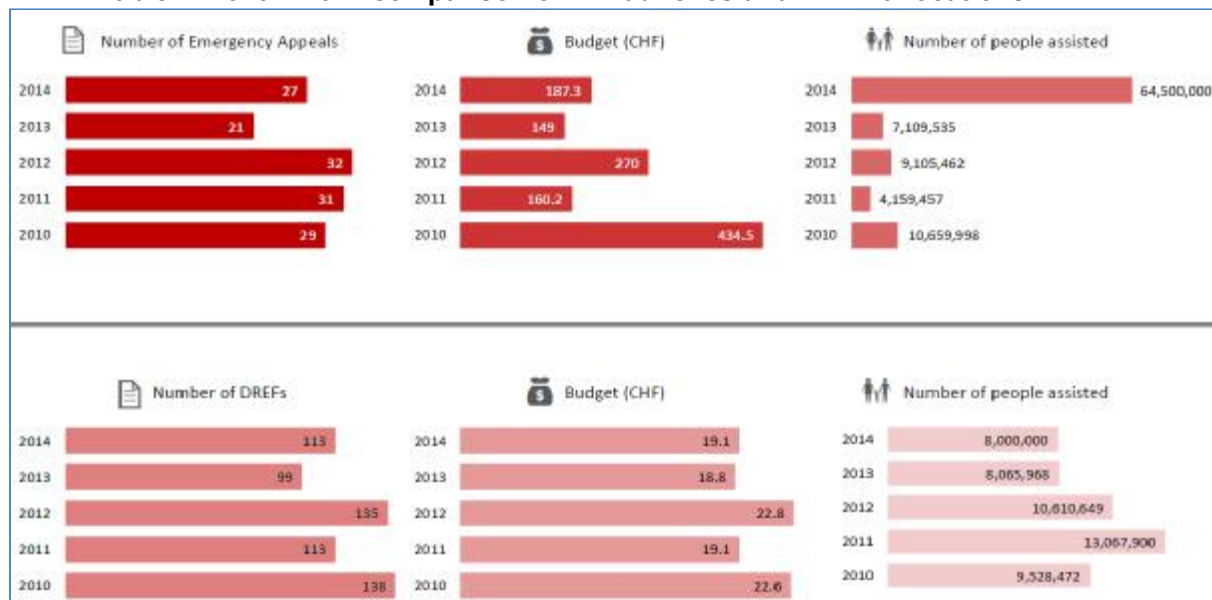
Overall, there were fewer disaster events reported by National Societies in 2014 (data taken from DMIS, Information Bulletins, and other sources), with 278 compared with 323 in 2013, and 355 in 2012. This is in line with the preliminary data published by CRED for natural disasters, not including epidemics and health emergencies, which recorded 217 disasters in 2014 compared with the 2004-2013 ten year average of 369. The number of people affected and killed by disasters was also lower than average – see the report available via the following link: <http://cred.be/download/download.php?file=sites/default/files/CredCrunch37.pdf>

The mortality rate from natural and man-made disasters, excluding health emergencies and epidemics, was the lowest since 1986, and well below the ten year average. Conversely, the death toll of the on-going Ebola epidemic in West Africa (8,600 deaths at 31 December 2014) was much higher than the total mortality rate of all natural disasters in 2014 (6,434).

Key 2014 achievements:

Support to Zone Disaster Management Units (DMU's) for the quality assurance and approval management process of 27 EAs and 113 DREFs for a combined total of CHF 222.9 million, reaching a total of over 72.5 million people directly, and millions more indirectly.²

Table 1: 2010 – 2014 comparison of EA launches and DREF allocations



Global surge capacity:

DCM managed a total of 32 FACT personnel to 18 FACT and ERU operations. For **FACT** (4 deployments): South Sudan Cholera – 12 people (2 rotations); Guinea Ebola – 5 people; Sierra Leone Ebola – 8 people (2 rotations); Kurdistan region of Iraq population movement - 7 people (2 rotations). For **ERU's** a total of 14 deployments with over 274 people from 29 National Societies to the following operations: 18 people to South Sudan; 256 people to the Ebola operation (including the Ebola Treatment Centres). For **HEOps**: multiple operations, with deployments varied in complexity and size, from the armed conflict in the Central African Republic to large-scale operations in the Philippines and Ebola affected countries. Following the HEOPs deployed to lead the floods operation in Bosnia and Herzegovina (May-June 2014), all three HEOPs were deployed to support the Ebola response operation, including the early response in Sierra Leone and providing regional oversight and strategic guidance (IFRC's regional coordination hub in Guinea). In addition to the surge support to the operation, DCM made vital contributions in other areas, most notably by

Ebola Coordination and Support: the Ebola Coordination and Support Unit (ECSU) consisted of staff dedicated full time towards the Ebola response since the onset of the Ebola outbreak plus several staff on loan to support the Ebola operations. A Team Leader managed the ECSU, supporting the operation in the form of quality assurance, technical support on health and watsan, development of an anti-stigma campaign, pre-deployment courses, recruitment and staffing of the ETCs (and of the operation in general), logistics, communications, resource mobilisation and staff health. The ECSU organized the Partner Forum and Movement Coordination Meeting (late January 2015) together with colleagues from the Humanitarian Values Division (HVD). The ECSU facilitated the management response for the West Africa Ebola Real Time Evaluation.

The ECSU ensured participation in weekly coordination calls and meetings and participated in the UNMEER Coordination Board.

² Note: the number of people assisted in 2014 Emergency Appeal and DREF operations is comparatively high due to the specific nature of the West Africa Ebola Virus Disease response.

dedicating staff to support the Geneva-based Ebola Coordination and Support Unit (ECSU, see text box) and the Accra-based operation coordination unit.

Progress in the implementation of the **Developing Heads of Emergency Operations (D-HEOps)** pilot program, launched in early June 2014, has been considerable. The first cohort of D-HEOps included seven participants, two of which are currently employed by the IFRC Secretariat, four by National Societies and one by the ICRC. In 2014, deployments to operations, support missions and other activities (1 person to Bosnia Herzegovina floods, 2 people to South Sudan population movement / complex emergency, and one person as a Deputy HEOps in the West African Ebola outbreak) have been combined with HEOps missions for information sharing combined with real-time mentoring sessions. Please refer to the attached map for an illustration of HEOps and D-HEOps deployments from 2013-2014.

Operations quality assurance and learning:

DCM facilitated technical inputs from Geneva technical departments (Emergency Support Group) for all Emergency Appeals in 2014 and facilitated real time evaluations (RTEs) for major operations in 2014, including the completion of the Philippines Typhoon Haiyan RTE, the Syria Crisis RTE and the West Africa Ebola RTE's. Comprehensive management response documents were prepared for each RTE and the recommendations and management responses were discussed with key stakeholders – including through the Disaster Management Working Group (DMWG). Operation specific evaluations and lessons learning exercises were also conducted around the deployments of global tools and discussed with the relevant technical departments and FACT/ ERU / RDRT working group.

Response Preparedness and Contingency Planning:

The development of a Training of Trainers (ToT) module for contingency planning in 2014 served as the basis for planning a 5-day global contingency planning ToT that took place in February 2015 in Nairobi, hosted by the Africa zone with 20 participants selected globally who were enabled to return to support either a contingency planning training or an exercise at country/regional level.

The Contingency Planning e-learning course was finalized and is now hosted on the IFRC's Learning Platform. Work on the development of a simulation package progress well in 2014 with a survey launched and a simulation project committee consisting of zone focal points being formed. The simulation project will develop a simulation guide, resource banks of injects, a ToT module and a L3 simulation exercise.

With a view towards advancing and strengthening the preparedness planning, strategies and institutional framework initiatives, the Global RDRT Working Group meeting took place in Budapest in April 2014. The meeting took stock of the developments against the agreed action points from the meeting in 2013, and discussed several issues regarding the development/strengthening of the RDRT system (including finalising mandate, training curriculum, coordination with technical sectors, linkages with national and global tools, insurance of the RDRT members and deployment procedures). A detailed action plan has been developed with designated focal points for its implementation. A follow up Webex teleconference was organised to discuss the plan and the related issues. Based on recommendations from the RDRT working group, the Senior Officer Response Preparedness attended and facilitated an RDRT session in the FACT/ERU working group meeting held in Washington DC in June, 2014.

Disaster Relief:

The Emergency Needs Assessment (ENA) Operational Guideline was developed, translated in French and English, distributed to all the ZONE offices, and posted on FedNet. The guideline training package was commissioned to ACAPS and will be available in 2015. The new relief templates and forms being developed by the relief task force were posted on FedNet.

Collaboration continued with INSARAG on the development of the joint First Responders Training Programme in conjunction with the IFRC First Aid Center in Paris (to be launched in 2015).

DCM department continued to support the CABACORE project which supports community members and relief workers to benefit from facilities to share needs and capabilities, and to build local partnerships. Governmental bodies and humanitarian organizations will have a community-generated view of the recovery process and means to collaborate strategically, and volunteers and online communities will have channels to contribute in a more coherent and visible manner.

Support to the Relief ERU system focussed on role of the Relief ERU in CASH programmes, and taking forward the outcomes and lessons learnt from the Philippines relief ERU deployments in training.

Recovery and the Cash Transfer Programming (CTP) in emergencies :

In Recovery, progress was made in maintaining quality standards through technical support provided to operations and IFRC Zone requests. Deployment and technical support was given to the West Africa EVD operation in drafting and developing terms of reference for a multi-country multi-sector recovery needs assessment and in selecting core team global members. Technical support was provided to the team during their 6 week mission to Liberia, Sierra Leone and Guinea as well as to the final report writing process. The assessment results are in the process of being used to inform recovery planning by each National Society.

The Philippines Typhoon Haiyan operation proved a “game changer” for IFRC with cash grants to 60,000 people over 6 months – the CTP team embarked on a series of initiatives to reinforce the conceptual approach and learning, most notably with the online training and the development of seminars and workshops.

An intensive capacity building approach to building National Society CTP relief preparedness capacity was piloted with 4 National Societies (Vietnam, Philippines, Senegal and Chile). A Red Cross and Red Crescent Movement advanced CTP training module was also developed and piloted in a workshop from 8 – 12 December 2014 with 24 participants (a total of 30 people including the IFRC facilitation team). The training is designed to provide confidence to those deployed through the IFRCs surge mechanisms to administer a CTP programme according to IFRC minimum standards, the IFRC CTP SOPs and using the RCRC Movement CTP Toolkit. Communications materials were developed in 2014 (video and case studies) capturing the evidence base for CTP in the IFRC and are available in all 4 IFRC languages via the IFRC CTP FedNet page and the IFRC CTP YouTube page.

Facilitating learning for IFRC in strengthening the global disaster response system in the form of RTE’s for the Philippines Typhoon Haiyan, Syria Crisis, and West Africa Ebola operation, and systems review for the global tools, HEOps mid-term review, and the DREF review, and a formal DM study and e-learning courses expanded.

Information Management (IM) and Training:

The Surge Information Management System Working Group met in Geneva in March 2014, involving IM focal points from Africa, Asia Pacific and MENA together with IM specialists from American, British and Danish Red Cross, IFRC Health Dept., Planning, and Evaluation Department, ISD, Office of the USG PS and DCM together to discuss future goals and objectives for this Operation IM system. Regular SIMS working groups meetings also took place regularly by phone throughout 2014.

The Building Better Response on-line course (partnering with the Harvard Humanitarian Initiative, Concern, USAID, and others) was tested, then made available on the IFRC’s Learning Platform. Based on the success of the IFRC – Tata on-line DM Certificate Course, it was agreed to combine

efforts with Tata to develop the IFRC DM Induction Course as a platform to promote internal IFRC coherence and effectiveness, and also as an entry point to wider learning including the DM Certificate Course.

Movement and Inter-Agency Coordination:

DCM continued to play an influential role in the strengthening of Movement Coordination and Cooperation in 2014 through support to the various workstreams, regional consultations and reference group meetings. Closer collaboration with the ICRC was pursued for major operations including Philippines Typhoon Haiyan (the development of the Movement-Wide Operational Framework), West Africa Ebola operations, Syria and Iraq crises, and various operations in Africa (in South Sudan, CAR, and others).

DCM also supported the finalization of the Principles and Rules e-learning course and the broader dissemination of the document to National Societies.

Selective engagement in inter-agency coordination continued, with the IFRC successfully represented on the Board of the Sphere Project and the Steering Committee for Humanitarian Response (SCHR) Principals and Working Group meetings, and contributing to the development of inter-agency positions and initiatives. This included progress in engagement in the process to develop a new 5-year strategy, and support for the recruitment of the new Sphere Director, and ongoing engagement in the SCHR working group with a focus on the development of the certification project and its linkages to the Core Humanitarian Standards process.

DCM remained active in selected IASC technical groups and will strengthen its engagement in the Cash Learning partnership through representation on the new CaLP Board in 2015.

Key challenges:

- Absence of agreed Federation Secretariat global disaster response standard operating procedures.
- Developing innovative and complementary approaches to the DREF and EA system tool for multi-year programming to respond to situations of chronic humanitarian need (crisis).
- Investment funding for key innovations in the disaster relief programming system to reinforce the IFRC's role as a global leader in disaster response (e.g. needs assessment, DMDS).
- Movement coordination in crises and conflict, and ICRC understanding and acceptance of IFRC role in support of host National Societies.
- Delivering on an end-to-end Disaster Management Delivery System – with an initial focus on a beneficiary registration and distribution system.

Key opportunities in 2015:

- Adopting a more strategic approach to inter-agency coordination, representation and advocacy.
- Strengthening the global disaster response tools (building upon results of the Global Tools review).
- Piloting innovative ways for strengthening Movement coordination and cooperation in major disasters, crises and conflicts.
- Development of an IFRC Emergency Operations Information Management Centre (investment in feasibility and design study).
- Considering restructuring DCM around key units – operations, global surge, technical programming, information management

Number of people reached

In 2014, over 72.5 million people benefited directly or indirectly from Secretariat-supported, National Society-managed operations (supported mainly by DREF or Emergency Appeals)³. This figure does not take into account the preparedness, resiliency, mitigation, response, and recovery actions undertaken by respective National Societies.

Financial situation and analysis

The total 2014 budget was for CHF6 million with a minimal operational budget of CHF 3,383,519 of which CHF 3,357,211 (some 99% per cent) was covered - including an opening balance of CHF 1,620,866 and core, DfID and voluntary funding. Income also reflected some multi-year pledges which will be expended in 2015. DCM ended the year with a deficit of around CHF120,000 caused by reductions in the allocation of DfID funds and the failure to receive the full pledge against the HEOps programme.

[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.

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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:

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³ the figure of 72.5 million people assisted in 2014 is comparatively high due to the specific nature of the West Africa Ebola Virus Disease response.

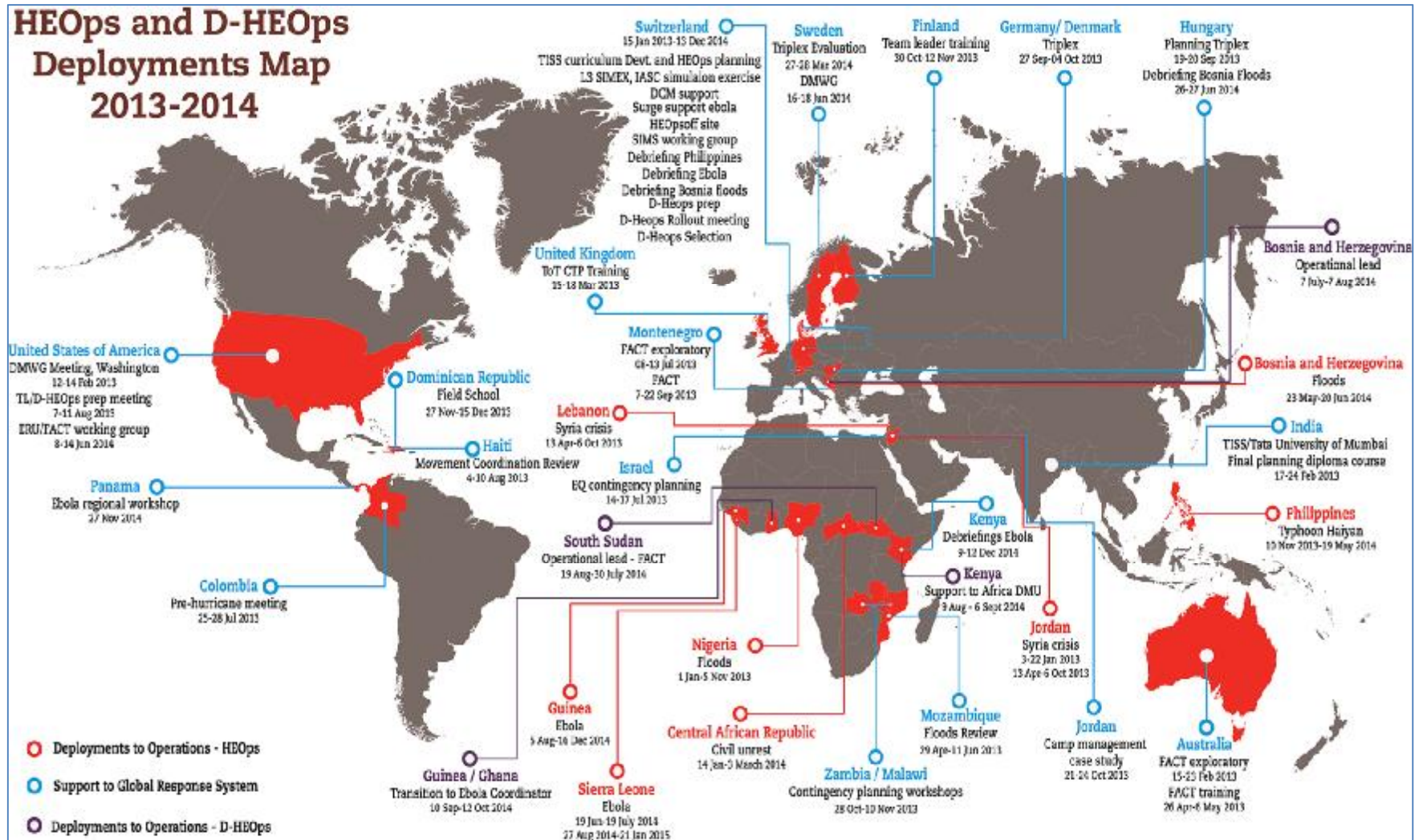
Annex A: Emergency Appeals (list of 2014 launches) and DREF summary

List of EA launches and DREF allocations in 2014

Appeal	Title	Launch Date	Operation Timeframe		Beneficiaries	Budget	Funding
Africa							
MDRUG037	Uganda - Population Movement S.Sudan	13-Feb-14	10-Feb-14	31-Mar-15	25,000	2,364,704	590,995
MDRCF017	Central African Republic - Civil Unrest	25-Feb-14	21-Dec-13	31-Aug-15	50,000	10,556,774	1,824,871
MDRSS003	Republic of South Sudan - Complex Emergency	04-Mar-14	09-Jan-14	31-Jul-15	450,000	4,762,989	1,582,427
MDRGN007	Guinea - Ebola Virus Disease	04-Apr-14	26-Mar-14	30-Jun-15	11,100,000	28,509,039	22,111,475
MDRLR001	Liberia - EVD Outbreak	29-Apr-14	09-Apr-14	30-Jun-15	4,500,000	24,464,985	21,880,684
MDRSL005	Sierra Leone - Ebola Virus Disease	26-Jun-14	06-Apr-14	15-Jun-15	6,300,000	54,330,063	47,635,397
MDRNG017	Nigeria - Ebola Virus Disease	12-Aug-14	08-Aug-14	31-May-15	5,000,000	1,619,444	625,742
MDR60002	Africa - Ebola Coordination and preparedness	19-Aug-14	19-Aug-14	31-Dec-15	32,000,000	15,882,441	4,962,320
MDRKE030	Kenya - Drought	29-Aug-14	29-Aug-14	29-May-15	649,175	8,512,016	860,851
MDRNE013	Niger - Population Movement	18-Sep-14	12-Sep-14	30-Jun-15	80,000	1,062,406	372,742
MDRSN010	Senegal - Ebola Virus Disease	29-Sep-14	08-Sep-14	28-Feb-15	2,200,000	1,380,962	182,266
MDRNG018	Nigeria - Complex Emergency	04-Nov-14	04-Nov-14	04-Nov-15	150,000	2,777,899	754,084
MDRET015	Ethiopia - Population Movement	30-Dec-14	22-Dec-14	22-Sep-15	34,365	1,050,574	621,210
Subtotal Africa					62,538,540	157,274,296	104,005,063
Americas							
MDRCL009	Chile - Earthquake	14-Apr-14	06-Apr-14	28-Feb-15	5,000	508,844	304,835
MDRPY016	Paraguay - Floods	11-Jul-14	20-Jun-14	20-Apr-15	15,000	1,087,723	264,738
MDRHN008	Honduras - Drought	13-Oct-14	09-Oct-14	13-Jul-15	17,500	553,005	255,274
Subtotal Americas					37,500	2,149,572	824,847
Asia Pacific							
MDRSB003	Solomon Islands - Floods	02-May-14	11-Apr-14	11-Jan-15	21,000	684,278	617,756
MDRNP007	Nepal - Floods and Landslides	27-Aug-14	21-Aug-14	31-May-15	40,000	1,553,306	875,647
MDRBD014	Bangladesh - Floods	15-Sep-14	05-Sep-14	06-Aug-15	97,350	2,206,628	1,038,746
MDRPK010	Pakistan - Monsoon Floods	22-Sep-14	11-Sep-14	11-Apr-15	70,000	1,122,723	1,122,102
Subtotal Asia Pacific					228,350	5,566,935	3,654,251
Europe & Central Asia							
MDRUA007	Ukraine - Civil Unrest	12-May-14	13-Dec-13	31-May-15	16,000	2,294,724	1,964,313
MDRBA009	Bosnia and Herzegovina - Floods	25-May-14	19-May-14	30-Apr-15	57,500	3,975,881	3,312,051
MDRRS009	Serbia - Flash Floods	27-May-14	21-May-14	31-May-15	49,600	3,842,805	3,339,835
Subtotal Europe & Central Asia					123,100	10,113,410	8,616,198
Middle East and North Africa							
MDRIQ006	Iraq - Population Movement	01-Jul-14	14-Jun-14	30-Dec-14	400,000	6,400,292	4,616,039
MDRJO001	Jordan - Population Movement	29-Oct-14	29-Oct-14	31-Dec-15	126,000	12,106,275	2,888,654
MDRLB004	Lebanon - Population Movement	30-Oct-14	30-Oct-14	31-Dec-15	415,000	18,003,496	2,376,205
MDRIQ007	Iraq - Population Movement	22-Dec-14	22-Dec-14	31-Dec-15	500,000	19,160,853	1,957,291
Subtotal Middle East and North Africa					1,441,000	55,670,916	11,838,189
GRANDTOTAL ACTIVE EMERGENCY APPEALS					64,368,490	230,775,129	128,938,548

Use of DREF 2014

	Number	Amount in CHF
Total of allocations made	113	19,160,289
Start-up funding for emergency appeals	25	5,919,987
Grants for DREF operations	88	13,240,302
Number of different operations*	102	
Number of recipient Red Cross Red Crescent Societies	72	
Number of beneficiaries	7,848,558	



Annex B: Progress towards outcomes

Outcomes and outputs	Indicators of Progress and Achievements	Indicators of Challenges and Opportunities
Outcome 1: 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.	Sphere minimum standards in humanitarian response are regularly referenced and reflected in key documents. Sphere standards are included on the Disaster Response Checklist, and referenced in all Emergency Appeal documents. Federation Secretariat and National Society colleagues responsible for drafting DREF proposals and EA documents are required to consider the inclusion of Sphere training, technical assistance and handbook dissemination in their planning and budgeting.	Ongoing work: no particular challenges or opportunities
Outcome 2: 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.	DCM developed and presented a number of papers over the course of 2014, with examples being the <u>Background paper on the changing humanitarian landscape and implications for the IFRC</u> (July 2014), and the <u>IFRC Global Disaster Response System: Issues Paper</u> (July 2014). The MCC process was supported in 2014 with joint communications to all National Societies on the call for expressions of interest in the MCC Reference Group and 4 related workstreams (including development of TORs for the workstreams and identification of ICRC and IFRC focal points). Following the progress made in the Principles and Rules and MCC files, preparations were undertaken to handing them over to the new PSD - Policy Planning and Strategy unit.	Ongoing work: no particular challenges or opportunities
<p>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> <p>Output 2.3: Extend and diversify the base of global surge capacity – including the piloting of the Head of Emergency Operations (HEOps) pool / roster and the further development of the</p>	<p>Global surge deployments in 2014: a total of 32 FACT personnel to 18 FACT and ERU operations. For <u>FACT</u> (4 deployments): South Sudan Cholera – 12 people (2 rotations); Guinea Ebola – 5 people; Sierra Leone Ebola – 8 people (2 rotations); Kurdistan region of Iraq population movement - 7 people (2 rotations). For <u>ERU's</u> a total of 14 deployments with over 274 people from 29 National Societies to the following operations: 18 people to South Sudan; 256 people to the Ebola operation (including the ETC's). For <u>HEOps</u>: multiple operations, with deployments varied in complexity and size, from the armed conflict in the Central African Republic to large-scale operations in the Philippines and Ebola affected countries. Following the HEOps deployed to lead the floods operation in Bosnia and Hercegovina (May-June 2014), all three HEOps were deployed to support the Ebola response operation, including the early response in Sierra Leone and providing regional oversight and strategic guidance (IFRC's regional coordination hub in Guinea).</p> <p>D-HEOps: The first cohort of D-HEOps included seven participants, two of which are</p>	<p>Challenges: strengthening the global disaster response tools (building upon results of the Global Tools review).</p> <p>Related to the D-HEOps, broader discussions on the environment in which the tool operates need to take place, and the resources required for continued activities need to be mobilized, to ensure continued relevance and existence.</p> <p>Challenges on the ERU file: the</p>

Outcomes and outputs	Indicators of Progress and Achievements	Indicators of Challenges and Opportunities
global Recovery Surge Team.	<p>currently employed by the IFRC Secretariat, four by National Societies and one by the ICRC. In 2014, deployments to operations, support missions and other activities (1 person to Bosnia Herzegovina floods, 2 people to South Sudan population movement / complex emergency, and one person as a Deputy HEOPs in the West African Ebola outbreak) have been combined with HEOPs missions for information sharing combined with real-time mentoring sessions. Other development-related activities included: individual personal development plans (PDPs); evaluation of the mentoring model and methodology; SOP's for the deployment of D-HEOPs; and the definition of "HEOPs-Ready" certification requirements. In summary, nine months into its implementation, the D-HEOPs pilot program has shown promising momentum and still relies on a strong commitment from all its participants.</p> <p>Two Senior Officer global surge positions (ERU and FACT respectively) were advertised in late 2014 and successfully recruited between late 2014 and early 2015.</p> <p>On the ERU file, selective support was provided to various ERU trainings as opportunities present.</p> <p>Together with all zones the RDRT Working Group carried out the basic review of RDRT/RIT system that resulted in identifying key strategic priorities for development and strengthening of RDRT. Some of them are mandate, deployment modalities, global reference book, field handbook, roster, linkages with global and nation tools. RDRT mandate has been finalised at the technical level and will be presented for approval /endorsement by the senior management. Also, RDRT working group and FACT/ERU working group has been merged as Global Surge Working Group.</p>	<p>need to modify and modernize systems and procedures, including alerts, staff reviews, technical resources (ERU).</p>
<p>Output 2.4: Improved global disaster response operational procedures (SOPs) and systems and triggers, revised emergency appeal, DREF and plans of action templates, and revised emergency assessment guidance (needs assessment).</p>	<p>Global Disaster Response SOPs consultation and finalization continued in 2014, with the current status at the global senior management team level for decision.</p> <p>Adjustments and improvements continue with the Emergency Appeal, EPoA, and DREF guidance, process, and formats.</p>	<p>Continued absence of agreed global disaster response standard operating procedures has had an impact on operational coherence.</p> <p>Investment funding for key innovations necessary in disaster relief programming and system to remain a world leader (e.g. needs assessment, DMDS).</p>

Outcomes and outputs	Indicators of Progress and Achievements	Indicators of Challenges and Opportunities
		Final revision and approval of global disaster response SOPs and review of the EA system (ref discussion paper / SG briefing note).
<p>Output 2.5: Effective disaster and crises management programming support team (response preparedness, relief, recovery) in place and providing quality coaching and technical advice, tools and guidance to Zones and National Societies and operational teams.</p> <p>Output 2.6: 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>In Response Preparedness and Contingency Planning</p> <ul style="list-style-type: none"> - The development of a ToT module for contingency planning in 2014 served as the basis for planning a 5-day global contingency planning ToT that took place in February 2015 in Nairobi, hosted by Africa zone with 20 participants selected globally who were enables to return to support either a contingency planning training or an exercise at country/regional level. - The Contingency Planning e-learning course was finalised and is now hosted on the IFRC's Learning Platform. Translation to the other official languages is in progress - The simulation package development is in progress. A survey was launched and a simulation project committee consisting of zone focal points has been formed. The simulation project will develop a simulation guide, resource banks of injects, a ToT module and a L3 simulation exercise. The project is focusing on five different hazards/scenarios that include sudden onset disaster, slow onset disaster and health in emergencies. - The technical concept paper leading to a five-year pledge supported by the Canadian Red Cross for the development of RDRT's in Africa and Americas was finalized. This pledge will support the implementation of some global RDRT activities that included finalization of the RDRT mandate and development of a curriculum and global roster. - A series of meetings and discussions were held with the Netherlands Red Cross and their Ministry of Foreign Affairs to discuss the themes and projects that will form part of the next four year cycle of response preparedness programming. <p>In Relief</p> <ul style="list-style-type: none"> - <i>Emergency Needs Assessment (ENA) Operational Guideline</i> developed, translated in French and English and distributed to all the ZONE offices and posted on FedNet. The guideline training package was commissioned to ACAPS and will be available in 2015. - The project proposal for further strengthening the IFRC's ENA capacity was developed and shared with the DMWG. Discussions are currently underway with interested National Societies in moving this initiative forward. - The new relief templates and forms being developed by the relief task force have 	<p>Challenge: support for the delivery of an end-to-end Disaster Management Delivery System – with an initial focus on a beneficiary registration and distribution system.</p> <p>For the relief file, funding has been a persistent challenge.</p> <p>For the recovery file, lesson's learned from surge deployments over 2014 and 2015 suggest an ongoing need for the IFRC to have multi-sectoral assessment specialists where sectoral technical support can be provided by counterparts and technical back stopping at country/region/Zone levels. There is also an acknowledged need to consider incorporating recovery surge or detailed assessment capacities into one global surge roster.</p>

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	<p>been posted on the FedNet.</p> <ul style="list-style-type: none"> - Collaboration continued with INSARAG on the development of the joint First responders Training Programme in conjunction with the IFRC First Aid Center in Paris, has been resuming. The document will be submitted to INSARAG Steering Group Members for their endorsement at their meeting in Geneva to be held in February. - Discussions took place with the Zone Panama Office and Logistics department to collaborate on issues related to cash programme, ODK/ Mega 5 and household Kit strategy. - The Senior Officer Relief represented IFRC in the <i>Turkish Red Crescent 2015-2020 Strategic Planning Meeting</i> held in Bolu, Turkey in November 2015. - CABACORE is an on-going activity. This is designed for community members and relief workers to benefit from facilities to share needs and capabilities, and to build local partnerships. Governmental bodies and humanitarian organizations will have a community-generated view of the recovery process and means to collaborate strategically, and volunteers and online communities will have channels to contribute in a more coherent and visible manner. <p>In Recovery, progress was made in maintaining quality standards through technical support provided to operations and IFRC Zone requests. The IFRC's Early Recovery Surge Team register remains on hold pending the outcomes of the overarching <i>Global Surge Deployment Evaluation</i>, and action from any resulting recommendations will be taken forward in 2015. This is likely to include some review of FERST profiles and consideration of their inclusion in other formalized global surge tools. Continuation of the formal agreement between IFRC and British RC to access Household Economic Security (HES) roster personnel to provide expertise in emergency livelihoods and cash based programming to zones and emergency operations.</p> <p>Deployment and technical support was given to the West Africa EVD operation in drafting and developing terms of reference for a multi-country multi-sector recovery needs assessment and in selecting core team global members. Technical support was provided to the team during their 6 week mission to Liberia, Sierra Leone and Guinea as well as to the final report writing process. The assessment results are in the process of being used to inform recovery planning by each National Society. The deployment once</p>	

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	<p>again raises the need for the IFRC to consider having multi-sectoral assessment specialists for these kinds of assessments where sectoral technical support can be provided by counterparts and technical back stopping at country/region/Zone levels. There is also an urgent need to incorporate recovery surge or detailed assessment capacities into one global surge roster to ensure clear procedures and communications around deployments that go through one agreed channel from the IFRC.</p> <p>Cash Transfer Programming (CTP): leveraging the 'game changing' success of scaled-up use of CTP in emergencies where cash grants were provided to 60,000 people over 6 months in the Philippines Typhoon Haiyan operation, the CTP file advanced considerably with the team working on a number of levels to mainstream and institutionalize appropriate CTP as a complement to in-kind assistance. An intensive capacity building approach to building National Society CTP relief preparedness capacity was piloted with 4 National Societies (Vietnam, Philippines, Senegal and Chile). Based on positive results from an independent evaluation further funds have been secured from ECHO and other donors to roll out the approach in the Asia Pacific Zone through a Cash Preparedness Delegate in 2015-2016. <u>This work has started with Nepal RC and there are plans to start with Indonesia RC (PMI) and Bangladesh. A RC/RC Movement approach to cash preparedness (agreed process and activities/outputs) has been agreed by the RC/RC Movement Cash peer Group and so the same approach is being used by the IFRC and American RC (Myanmar, Vietnam), British RC (Mongolia?, Nepal?) and Danish RC (Pakistan).</u></p> <p>A Red Cross and Red Crescent Movement advanced CTP training module was also developed and piloted in a workshop from 8 – 12 December 2014 with 24 participants (a total of 30 people including the IFRC facilitation team). The training is designed to provide confidence to those deployed through the IFRCs surge mechanisms to administer a CTP programme according to IFRC minimum standards, the IFRC CTP SOPs and using the RCRC Movement CTP Toolkit. A second pilot is being run in Washington DC with 18 participants from 12-19 April 2015. Communications materials were developed in 2014 (video and case studies) capturing the evidence base for CTP</p>	

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	in the IFRC and are available in in all 4 IFRC languages via the IFRC CTP FedNet page and the IFRC CTP YouTube page.	
Output 2.7: Quality assure and facilitate timely approval for all Emergency Appeals, and all DREF grants and loans.	Quality assurance and approval: support provided to respective Zones for 27 EAs and 113 DREFs for a combined total of CHF 222.9 million , reaching 66,309,450 people . This included involvement of the Emergency Support Group – ESG, in conjunction with technical focal points in each Zone. For details please refer to the separate DREF annual report.	Challenges to the use of DREF and EA's in the absence of other programming / funding tools, and therefore exploring the need for a new funding tool for multi-year programming in situations of chronic humanitarian need (crisis).
Output 2.8: Systematic evaluations of all major disasters are carried out according to IFRC evaluation criteria, and recommendations addressed through management response follow-up actions.	Facilitating learning for IFRC in strengthening the global disaster response system – Real Time Evaluations (Philippines, Syria Crisis, West Africa Ebola) – systems reviews (Global Tools Review, HEOps mid-term review, DREF review) – formal DM study and e-learning courses expanded.	Challenge: ensuring that the RTE and learning findings are mainstreamed into systems and procedures.
Output 2.9: 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).	Progress was made with Tata (as the on-line DM certificate course partner / provider) in developing the on-line DM induction (or 'teaser') course. A number of on-line training course were in development or made available, including the contingency planning course and the needs assessment course.	Challenge: availability of funding; however with the partnership with TISS challenge is being resolved and managed.
Output 2.10: Timely and relevant disaster management information is accessed by an increased number of DM practitioners.	The monthly update 'Ops-at-a-Glance' publication was produced each month in 2014. Similar to December 2014, the December 2015 version reflected a 'year in review' section and 2010-2015 comparisons as a basis for analysis. For the Disaster Management Information System (DMIS), in 2014, 399 field reports were submitted and monitored, 11 special focus pages were created or maintained, and 140 maps were created for the EA's, DREF operations, and other needs. The initiatives to improve overall IM throughout the IFRC progressed (with the support of the American, British, Australian, etc. Red Cross, with the involvement of the Surge Information Management System (SIMS) and other platforms. The M concept paper that	Opportunity: 'Ops-at-a-glance' is achieving the intended purpose, and will continue to be modified and improved, as well as the development of other information tools. Challenge: Work on the migration of DMIS to the new FedNet platform did not meet the intended

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	<p>was drafted / developed in late 2014 and early 2015 was presented at various for a, (primarily the April 2015 DMWG). This also includes linkages with the evolving operations centre network concept.</p> <p>The intended plan to update and migrate DMIS to the FedNet platform has been modified, and DMIS will now be integrated into a modified and updated SIMS platform.</p>	<p>plan of completion in 2014.</p> <p>Opportunity: Development of an IFRC Emergency Operations Information Management Centre (investment in feasibility and design study ref concept paper / SG briefing note)</p>
<p>Outcome 3: 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>		
<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 has re-inforced the position of global RDRT focal point who provides technical support to Zones in ensuring globally coherence tools, training, standards, and procedures. Work has progressed on reviewing the global RDRT/RIT system.</p> <p>Volunteer insurance is now included in 100% of DREF proposals and Emergency Appeals.</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>Movement coordination in crises and conflict – ICRC understanding and acceptance of IFRC role in support of host National Societies.</p> <p>Ongoing efforts to identify and pilot innovative ways for strengthening Movement coordination and cooperation in major disasters, crises and conflicts.</p> <p>Opportunity: modifying and streamlining internal IFRC structural issues resulting in streamlined decision-making and cost efficiencies (maximizing resources).</p>
<p>Outcome 4: 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>		
<p>Output 4.1: Successful hosting of, and representation with, inter-agency initiatives including the Sphere Project and SCHR.</p>	<p>Progress on inter-agency coordination continued, with the IFRC successfully represented on the Board of the Sphere Project and the Steering Committee for Humanitarian Response (SCHR) Principals and Working Group meetings, and contributing 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. This included progress in engagement in the process to develop a new 5 year strategy, and support for the recruitment of the new Sphere</p>	<p>Ongoing work: no particular challenges or opportunities</p>

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<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>Director, and ongoing engagement in the SCHR working group with a focus on the development of the certification project and its linkages to the Core Humanitarian Standards process.</p> <p>The yearly DM / DRR global meeting was successfully held from 1-5 September 2014 in Geneva, largely structured on the following themes: Strategic directions for IFRC programmes and services; Building a global DM/DRR team; Implementing statutory decisions; Strengthening internal and external coordination; Transforming our information management systems and approaches; Planning as one global team. The summary outcomes note reflecting key messages and action points (and including a one-page key messages for the Global Senior Management Team) are available upon request.</p> <p>The global Disaster Management Working Group meeting was held in Stockholm in June 2014. While there was good support for some Secretariat initiatives (Cash, HEOps, addressing FMT issues), there was also interest expressed in developing consortia arrangements and concern that the Secretariat continues to prioritise the development agenda over and above the core disaster response roles of National Societies.</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 2014.</p> <p>The DCM team also provided timely and appropriate briefing and representation to government, donor, media and other stakeholders throughout 2014.</p>	<p>Challenge and opportunity: Efforts to adopt a more strategic and integrated approach to inter-agency coordination, representation and advocacy</p>
<p>Outcome 5: More effective work among National Societies through modernized cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.</p>		
<p>Output 5.1: Support governance to deliver appropriate disaster and crises management policy guidance</p>	<p>The process and dialogue continued on the implementation and results (dialogue) of the revised Principles and Rules for Disaster Relief, and promoting the finalized on-line training course hosted on the IFRC learning platform.</p>	<p>Ongoing work: no particular challenges. Opportunities are efforts to continually reinforce the dissemination of and adherence to the Principles and Rules.</p>