In brief

Programme outcome
To further strengthen National Societies to deliver appropriate and timely disaster and crises preparedness, response and recovery assistance to vulnerable people.

Programme summary
In line with the IFRC’s Strategy 2020 and the Secretary General’s objectives, in 2011 the Disaster and Crisis Management department\(^1\) continued to make strides in its five key programme objective areas and related outcomes. Despite a relatively low number of mid to large-scale disasters requiring global support, and an overall funding situation that remained challenging, programme delivery focussed on the provision of timely and effective technical advice to Zones and National Societies on disaster preparedness, relief and recovery; quality assurance support for Disaster Relief Emergency Fund (DREF)-supported operations (click here to go to the DREF annual report), and the 25 Emergency Appeals launched in 2011. There was active engagement with each Zone in supporting assessment processes, strategic planning and the documentation and dissemination of

\(^1\) The Disaster and Crises Management (DCM) department changed title from the Disaster Services Department (DSD) effective 1 January 2012. The change was prompted by the aim of reflecting the priorities within S2020 and giving emphasis to the important programming functions of the department.
learning in the form of Real-Time Reviews (RTR’s) and Real-time Evaluations (RTE’s). The RTR and RTE mechanisms were further reinforced in standard programming, and while there were fewer carried out (compared to 2010), this tool has proved to be an important addition to quality programming and in reinforcing an evaluation “culture” within disaster management. The practice of launching rapid Preliminary Emergency Appeals, more emphasis and resources for detailed assessment, and the introduction of a more thorough disaster response programming approach through the Emergency Plan of Action (EPoA) mechanism were recognized by key stakeholders as important improvements and helpful for National Societies to secure funding for operations.

Focused and flexible global surge capacity was maintained throughout the reporting period, with FACT deployments to three operations (Cote d’Ivoire, Tunisia, and Chad); and ERU deployments to two operations (Tunisia and Chad). The ERU deployment to support the Tunisian Red Crescent during February, March and April 2011 was in the form of logistics, relief, base camp, mass sanitation, with additional human resources support from the IT & Telecoms ERU group. The second ERU deployment was to Chad in late 2011 to support the cholera outbreak response in the form of logistics (HR support), relief, and basic health care. These deployments were supplemented by Regional Disaster Response Team (RDRT) members from across the globe. Major progress was achieved in the development of a Head of Emergency Operations (HeOps) pool and roster, with the project approved in 2011, three individuals recruited, and now in place and operational (as of April 2012). Work also continued on revisions to the FACT and Team Leader training curricula and DCM provided direct support to 21 surge-related training events.

Work also progressed well on a number of important global DM systems, procedures, guidelines and training processes. Most notable was the revision of the global contingency planning guidelines, the development of Movement guidance for working with EU civil protection, the finalisation of livelihoods and recovery guidelines and the development of an e-learning module on the use of cash in emergencies. Needs assessment tools and guidance revision had limited progress in 2011 due to the lack of available funding, but a new tool on earthquake preparedness and response was produced and is now available. Timely disaster management information analysis and learning was maintained through the Disaster Management Information System (DMIS) and the sharing of early warning information with Zones and National Societies. DCM also increased its systems capacity in the area of GIS / mapping functions. A new ‘Ops-at-a-glance communications tool was developed while the Zone DM units weekly operations update tool was further refined, mapping services expanded.

Significant efforts were put into the evolving humanitarian diplomacy and advocacy initiatives with a focus on disaster and crisis management. Through the hosting of the Sphere Project – DCM was involved in the development and approval of the new handbook (minimum standards in humanitarian response) and the global DM team supported launch events around the world. Through representation on the Sphere Board and on the SCHR working group, the Head of DCM influenced the process for convergence between the various inter-agency quality and accountability initiatives. DCM was instrumental in providing secretariat support to the Disaster and Crises Management Advisory Body (DCMAB) which is overseeing the revision of the Principles and Rules for Disaster Relief. DCM staff was well represented and appreciated for contributions to key IASC bodies including the Sub-Working Group on Disaster Preparedness and the Needs Assessment Task Force.
The IFRC-wide Disaster Management Working Group (DMWG) was successfully relaunched in February 2011, and a new ECHO agreement for cash transfer programming (strengthening IFRC capacity for scaling-up the use of cash in emergencies) was successfully negotiated. Progress was also made on the DM Strategic Operating Framework (DM SOF) that is intended to provide the framework to guide the Secretariat global DM team in delivery against S2020 and to define a common strategic direction over the coming 4 years.

Financial situation
The total 2011 budget was CHF 2,812,111 of which CHF 2,637,499 was received (in carryover and / or new funding). The financial statement for this programme reflects an overall coverage of 94 per cent; this is however largely attributed to an opening balance of CHF 1,033,516 (a mixture of earmarked project funding and deferred income). While overall expenditure was CHF 1,781,724 (63 per cent of the budget), as previously mentioned this programme encountered significant challenges in meeting basic requirements (fixed staff costs) and limited support for key programming initiatives. The end of year balance of CHF 275,617 (some 35% per cent of the budget) reflects deferred earmarked income for 2012.

Click here to go directly to the financial report.

No. of people reached
In 2011 some 23,019,557 million people benefited directly or indirectly from secretariat-supported DREF and Emergency Appeal supported interventions. The graph at right reflects the regional breakdown of the beneficiaries.

Context
The Disaster and Crisis Management team is the architect of the IFRC global disaster management system providing the necessary standards, tools and guidance for globally coherent and consistent institutional preparedness, response and recovery operations and programming – for National Societies and for Federation field structures and functions. The following serves to illustrate the size, scope, and range of DCM support over 2010-2011 in supporting the effective delivery of assistance:

• 53 Emergency Appeals with a collective budget of CHF 683 million for 56 million beneficiaries, and improved the Emergency Appeals system and templates for greater timeliness and quality.
• 248 Disaster Relief Emergency Fund (DREF) grants and loans with a collective budget of CHF 41 million for 29 million beneficiaries and strengthened the management, performance,
transparency and accountability of the fund through the creation of a DREF Advisory Group and annual DREF Donors Meetings

- 12 FACT and 43 ERU deployments of 983 trained and experienced personnel from 20 National Societies to 13 disaster and crises operations
- 3 Recovery Team deployments of 34 experienced personnel from 10 National Societies to 2 major disasters (Haiti Earthquake and Pakistan Floods)
- 1,514 DMIS field reports, 12 operation specific DMIS web pages, over 500 operation maps, and regular operation statistical analysis for Movement and external partners
- 4 real-time evaluations (RTE’s) of major disaster response operations in partnership with Planning and Evaluation Department (PED) and contributing National Societies
- Over 200 person days of technical assistance and in-country support to Secretariat and National Society staff in Zone, region and country offices on disaster management programming (preparedness, relief and recovery).
- 5 disaster and crises management tools and guidance materials for the membership, including (the Mission Assistant CD, Relief ERU manual, draft Livelihoods Guidelines, draft Recovery Guidelines, and draft Contingency Planning Guidelines)

DCM leads on Federation-wide efforts to build a more robust disaster management system – providing a coherent global perspective on disaster and crises policy (including revision of the Principles and Rules for Disaster Relief), position papers and strategic operational frameworks, standard operating procedures, technical and programmatic guidance.

DCM also provides the conceptual leadership and technical content on disaster and crisis management to assist other services and initiatives within the Secretariat to deliver against their objectives – including: humanitarian diplomacy; communications; volunteering; the RC/RC academic network; IDRL; and logistics. DCM also services senior management and governance through briefing and representation with Movement and external actors; providing Secretariat support to the Disaster and Crises Advisory Body (DCMAB) and the Disaster Management Working Group (DMWG); and representation and support to Federation hosted inter-agency initiatives (including the Sphere Project and SCHR) and global level inter-agency initiatives (including IASC working groups).

DCM delivers innovation and leadership in disaster and crises management that benefits the Movement and the humanitarian sector as a whole – including our work on hazard early warning, contingency planning, needs assessment, cash transfer programming, humanitarian standards and accountability, working with external actors (including civil protection), disaster management information systems and mapping, and operational real-time evaluation.

Throughout 2011, the DCM team provided a 24/7 on-call service to the membership for Emergency Appeal and DREF fund support and management, and for the deployment and management of the global disaster response tools. These services have proved essential to developing time-critical plans for coordinated and scaled-up Federation-wide mobilization of capacities and resources to assist the preparedness, relief and recovery efforts of National Societies. A key challenge remains maintaining adequate support and resources to build a more robust disaster and crises management system that can “keep pace” with a rapidly evolving humanitarian sector and the increasing number, complexity and scale of disasters and crises.
Types of disasters in 2011

Progress towards outcomes

Programme component 1: Coordination and technical advice on disaster preparedness, response and recovery.

Outcome National Societies are provided with timely and effective technical assistance on disaster preparedness, relief and recovery with a focus on assessment, analysis, planning, programming, and learning.

Achievements

Disaster Preparedness

- Contingency planning guidelines: the 2007 version of the contingency planning guidelines were updated to reflect key changes in the external humanitarian landscape and key lessons learnt from the practical experience of using the guidelines over the past 5 years. The improved guidelines are more user-friendly and accessible and will support more effective and higher quality contingency planning by National Societies and DM practitioners in the field.

- Simulations: based on learning from a number of contingency planning and simulation exercises carried out across the five Zones in the past two years it was agreed that a Federation wide simulation strategy needs to be developed together with guidelines for conducting simulation exercises and a global/regional pool of simulation managers. Senior IFRC DM practitioners were exposed to inter-agency simulation training in 2011 and a core group has been set up together to follow up on this together with external agencies such as HumEx, IASC etc.

- Early Warning / Early Action: DCM strengthened collaboration with IRI (Columbia University) and the Climate Centre in 2011 for seasonal forecasting. Throughout 2011 the global DM team was kept updated with IASC early warning early action reporting and
emerging global trends in line with global risk index based on vulnerability and exposure to hazards.

- **Response preparedness matrix**: taking into account the current trends and priorities that suggests/identifies institutional preparedness for response as a key operational element both within the membership as well as the wider humanitarian environment, a ‘Response Preparedness Matrix’ was developed. This builds upon work already undertaken for the global response continuum. This brief framework, with a one-page background is intended to help DM practitioners with a consolidated list of response preparedness priorities at different levels with potential linkages.

**Relief**

- **Relief software project** - the Relief Emergency Assessment Coordination Tool (REACT) was re-scoped based on stakeholder feedback on the initial pilot and a decision was taken to incorporate a data analysis tool developed by the Kuala Lumpur zone office and to link it to the logistics supply chain management system project. The status of the project was discussed at the Relief & Logistics ERU meetings held in Geneva in May 2011, and a proposal was tabled to set up a Relief Task Force to work on the relief business rules. This Relief Task Force will provide feedback and guidance to the ongoing initiatives (logistics supply chain management project, REACT, KL data analyses tool, etc.) to ensure complementarity and integration between these related projects.

- **Earthquake emergency preparedness, response and recovery guidelines** were developed with the financial support of the Japanese Red Cross and in consultation with various stakeholders. The guidelines will assist Red Cross and Red Crescent Societies and their local partners to strengthen their emergency preparedness, response and recovery capacities to assist earthquake prone and affected communities.

**Recovery and cash programming:**

- **Federation Early Recovery Surge Team (FERST)**: Revision of the capacity building material to include a wider range of technical specialists within the participants and with a greater emphasis on effective working together across sectors during assessment and programme design; a greater emphasis on market assessments and mainstreaming of cash transfer programming. A global pilot was carried out in Malaysia in December 2011 with 19 participants, adding to the roster ready for deployment.

- The **Recovery Newsletter** was relaunched and circulated in 2011, and will continue in 2012.

- The **Cash Transfer Programming Partnership** between ECHO, CaLP and the Federation of 2010/2011 was evaluated and the outstanding achievements made by all partners was recognized, as well as recommending a larger and more operational role for the Federation in the continued partnership. This is an important partnership for the Federation that brings technical credibility and visibility in the growing area of cash transfer programming across humanitarian donors and agencies while providing valuable technical and financial resources to support further institutionalization of cash transfer programming capabilities across the wider Federation.

- **Delivery of cash-based responses**: the Asia Pacific Zone hosted the first global cash and voucher training in Kuala Lumpur from 2-5 May 2011. Zonal, regional and country level DM staff and delegates trained together with finance, logistics and PMER staff to learn how to assess and design cash based interventions. Two further Zonal trainings were rolled out in
Panama in August and Nairobi in September. The Federation continued to support inter-agency learning and shared experiences, basic and advanced cash and voucher training courses delivered by the CaLP in 2011.

- Four pieces of action research on key and current issues for cash transfer programming were commissioned by CaLP and identified the following knowledge gaps: emergency cash transfers at-scale; cash transfer programming in urban environments, new technologies; and use of market assessment tools. Refer to http://www.cashlearning.org/what-we-do/research
- The launch of the Good Practise Review (GPR) on Cash Transfer Programming in Emergencies, supported by CaLP and IFRC occurred in July in London.
- CaLP co-hosted the Cash & Risk Conference in coordination with DanChurch Aid and the Danish Red Cross in Copenhagen at which IFRC was represented http://www.cashconference.org/presentations.html
- A renewed partnership was successfully negotiated with the Cash Learning Partnership (CaLP) and DG ECHO for 2012 and 2013 to project value of over EUR 2 million for which IFRC receives EUR 700,000. Within the agreement partners will continue to work together to progress their common vision.
- In addition to developing skills through training IFRC initiated a process to develop the systems and procedures to be able to deliver cash transfer programming at-scale immediately following a disaster event. The project is being co-developed between programming and logistics with an internal steering group to ensure that any systems and resulting SoPs and programming guidance and training will be institutionalised for the benefit of the entire Federation.
Programme component 2: Quality assurance support to operations.

Outcome Improved performance management and accountability for International Federation disaster services and operations, with a focus on assessment, analysis, and planning.

Achievements

- Provision of support to respective IFRC Zones for 25 Emergency Appeal operations in 2011: in addition to the considerable technical involvement in DREF-funded operations (covered in greater detail in the DREF annual report), vital support was also provided to launch and support the implementation of the following Emergency Appeals and operations:

<table>
<thead>
<tr>
<th>Appeal</th>
<th>Title</th>
<th>Launch Date</th>
<th>Operation Timeframe</th>
<th>Beneficiaries</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDRK6014</td>
<td>Kenya - Population Movement</td>
<td>09-Mar-11</td>
<td>09-Mar-11 to 31-May-11</td>
<td>20,000</td>
<td>3,586,228</td>
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<tr>
<td>MDRK0016</td>
<td>Kenya - Drought</td>
<td>23-Mar-11</td>
<td>23-Mar-11 to 31-Jul-11</td>
<td>1,000,000</td>
<td>30,438,354</td>
</tr>
<tr>
<td>MDRSC011</td>
<td>Cameroon - Cholera Outbreak</td>
<td>04-Apr-11</td>
<td>04-Apr-11 to 30-Jun-11</td>
<td>87,500</td>
<td>1,361,331</td>
</tr>
<tr>
<td>MDRNA006</td>
<td>Namibia - Floods</td>
<td>08-Apr-11</td>
<td>08-Apr-11 to 30-Sep-11</td>
<td>37,457</td>
<td>1,811,530</td>
</tr>
<tr>
<td>MDCIO003</td>
<td>Côte d’Ivoire - Post Election Civil Unrest</td>
<td>16-Jun-11</td>
<td>16-Jun-11 to 16-Jun-12</td>
<td>60,000</td>
<td>6,702,009</td>
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<tr>
<td>MDSO011</td>
<td>Sudan - Complex Emergency</td>
<td>01-Jul-11</td>
<td>01-Jul-11 to 31-Dec-11</td>
<td>300,000</td>
<td>6,185,106</td>
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<tr>
<td>MDETO010</td>
<td>Ethiopia - Drought</td>
<td>04-Aug-11</td>
<td>04-Aug-11 to 31-Aug-11</td>
<td>570,000</td>
<td>25,408,085</td>
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<tr>
<td>MDTDO08</td>
<td>Chad - Cholera</td>
<td>07-Sep-11</td>
<td>24-Aug-11 to 30-Apr-12</td>
<td>200,000</td>
<td>1,854,041</td>
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<tr>
<td>MDSO001</td>
<td>Somalia - Drought</td>
<td>23-Sep-11</td>
<td>23-Sep-11 to 30-Sep-11</td>
<td>150,000</td>
<td>4,158,792</td>
</tr>
<tr>
<td>MDRZ012</td>
<td>Tanzania - Drought - Food Insecurity</td>
<td>04-Oct-11</td>
<td>04-Oct-11 to 30-Sep-11</td>
<td>20,000</td>
<td>1,352,126</td>
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<tr>
<td>MDRMR004</td>
<td>Mauritania - Food Insecurity</td>
<td>22-Dec-11</td>
<td>22-Dec-11 to 31-Dec-11</td>
<td>42,000</td>
<td>1,794,192</td>
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Subtotal Africa: 111,493,457

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<thead>
<tr>
<th>America</th>
<th>Title</th>
<th>Launch Date</th>
<th>Operation Timeframe</th>
<th>Beneficiaries</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDRB006</td>
<td>Bolivia - Floods and Landslides</td>
<td>08-Mar-11</td>
<td>08-Mar-11 to 31-Dec-11</td>
<td>2,500</td>
<td>518,725</td>
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<tr>
<td>MDRSV004</td>
<td>El Salvador - Tropical Depression TD12E</td>
<td>21-Oct-11</td>
<td>17-Oct-11 to 30-Jun-11</td>
<td>10,000</td>
<td>1,174,119</td>
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<tr>
<td>MDRGT003</td>
<td>Guatemala - Floods</td>
<td>26-Oct-11</td>
<td>18-Oct-11 to 31-Jul-12</td>
<td>7,500</td>
<td>786,728</td>
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Subtotal Americas: 2,679,571

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<tr>
<th>Asia Pacific</th>
<th>Title</th>
<th>Launch Date</th>
<th>Operation Timeframe</th>
<th>Beneficiaries</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDRK003</td>
<td>Sri Lanka - Floods</td>
<td>14-Jan-11</td>
<td>12-Jan-11 to 31-Mar-12</td>
<td>75,000</td>
<td>4,622,803</td>
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<tr>
<td>MDRP003</td>
<td>DPR Korea - Floods</td>
<td>19-Aug-11</td>
<td>01-Aug-11 to 31-Aug-12</td>
<td>30,000</td>
<td>3,489,036</td>
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<tr>
<td>MDRB009</td>
<td>Bangladesh - Monsoon Floods</td>
<td>26-Aug-11</td>
<td>26-Jul-11 to 30-Jun-11</td>
<td>10,000</td>
<td>884,505</td>
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<tr>
<td>MDRP007</td>
<td>Pakistan - Floods 2011</td>
<td>09-Sep-11</td>
<td>09-Sep-11 to 31-Mar-12</td>
<td>105,000</td>
<td>5,304,193</td>
</tr>
<tr>
<td>MDRP007</td>
<td>Philippines - Typhoon Nesat</td>
<td>04-Oct-11</td>
<td>30-Sep-11 to 30-Sep-11</td>
<td>125,000</td>
<td>4,114,356</td>
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<tr>
<td>MDRV009</td>
<td>Vietnam - Mekong Delta Floods</td>
<td>09-Nov-11</td>
<td>19-Oct-11 to 31-Oct-12</td>
<td>42,000</td>
<td>1,107,186</td>
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<tr>
<td>MDRPH008</td>
<td>Philippines - Tropical Storm Washi</td>
<td>20-Dec-11</td>
<td>20-Dec-11 to 20-Dec-12</td>
<td>100,000</td>
<td>5,705,280</td>
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Subtotal Asia Pacific: 25,227,239

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<tr>
<th>Europe &amp; Central Asia</th>
<th>Title</th>
<th>Launch Date</th>
<th>Operation Timeframe</th>
<th>Beneficiaries</th>
<th>Budget</th>
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</thead>
<tbody>
<tr>
<td>MDRTO002</td>
<td>Turkey - Van Earthquake</td>
<td>26-Oct-11</td>
<td>26-Oct-11 to 10-Nov-11</td>
<td>60,000</td>
<td>9,402,445</td>
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Subtotal Europe & Central Asia: 9,402,445

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<thead>
<tr>
<th>Middle East and North Africa</th>
<th>Title</th>
<th>Launch Date</th>
<th>Operation Timeframe</th>
<th>Beneficiaries</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDRSE001</td>
<td>North Africa &amp; Middle East - Civil Unrest</td>
<td>01-Mar-11</td>
<td>24-Feb-11 to 30-Jun-12</td>
<td>435,000</td>
<td>18,673,301</td>
</tr>
</tbody>
</table>

Subtotal Middle East and North Africa: 18,673,301
Programme component 3: Providing focused and flexible surge capacity.

Outcome Adapted disaster response tools and reliable surge capacities that are always available for appropriate and timely response to disasters, in a seamless arrangement that connects local to global efforts.

Achievements

- **ERU operational deployments:** ERU’s were deployed to two operations in 2011, the first in support of the Tunisian Red Crescent during February, March and April 2011 in the form of logistics, relief, base camp, and mass sanitation, with additional human resources support from the IT & Telecoms ERU group; the second deployment was to Chad in late 2011 to respond to the cholera outbreak in the form of logistics (HR support), relief, and basic health care.

- **FACT:** FACT deployments occurred to three operations in Cote d’Ivoire, Tunisia, and Chad. These deployments included recovery surge roster personnel to Cote d’Ivoire, Kyrgyzstan, and Ethiopia. Ongoing technical recovery support was provided to the Pakistan floods operation (assessment, analysis and strategic planning process focussing on relief to early and medium term recovery needs among the flood-affected population).

- **Recovery surge roster deployments:** successful deployment of recovery surge roster personnel (deputy team leader) in support of the revision of the Emergency Appeal for Ethiopia in August 2011 to complement the team assessing the drought in Oromia; ongoing technical recovery support to the Pakistan floods operation (assessment, analysis and strategic planning process focusing on relief to early and medium-term recovery needs among the flood-affected population); and successful deployments to the Sahel food insecurity operation in October 2011, including a team leader for a food security and livelihoods assessment mission in Mauritania.

- **ERU training:** Twenty ERU training courses took place, organized by the Austrian (water & sanitation), British (logistics and sanitation), Canadian (health), Danish (logistics and relief), German (water & sanitation), Finnish (IT & Telecom), French (health), Norwegian (health) and Spanish Red Cross (health and water & sanitation). Support was provided by Federation staff from Geneva and Zone offices. The Relief and Logistics ERU National Societies met for their annual technical meeting at the Federation’s Secretariat. This meeting is instrumental in looking back at past operations, ensuring standardization of methodology and approaches, delegates’ profiles and any related, technical matters. Participants in this year’s joint meeting were: American, Belgian, British, Danish, Finnish, French, Spanish and Swiss Red Cross. In addition two ERU relief trainings (Danish Red Cross ERU relief from 23-29 May in Denmark and a Finnish Red Cross ERU relief from 8 -13 March in Finland) were supported in the form of participation from the IFRC/DCM senior relief officer.

- **FACT induction training:** A course for 41 participants was held in Chile in February 2011 - the first FACT induction training held in South America. Largely designed as an outcome from the Haiti Real-time Evaluation (RTE) for the need to include more National Societies from Spanish-speaking countries in the Americas, Chile was selected for the induction because of its strong base (headquarters, branch and volunteer), and ongoing response and recovery activities as a result of the earthquake in 2010. This induction was particularly notable due to the shift of the simulation exercise from a desk top function to a purely field-
based exercise, and served as the preparatory model for the FACT induction held in Liberia in February 2012.

- **Head of Operations (HeOps):** The new HeOps tool was successfully developed throughout 2011 with strong support from key Red Cross and Red Crescent partners. DCM carried out a feasibility study, developed a project proposal and presented the results to the Disaster Management Working Group (DMWG) and the IFRC Senior Management Team (for endorsement) in the third quarter of 2011. Recruitment of the pool of three HeOps commenced in late 2011 with appointments taking place in early 2012.

**Programme component 4: Coherent disaster management systems, procedures, guidelines and training.**

**Outcome** New and existing disaster management tools, guidance and training materials are effectively harmonised, quality assured and disseminated to support disaster operations.

**Achievements**

- **IFRC Standard Operating Procedures for Disaster Response:** the initiative to update the DM SOP’s progressed with the development of terms of reference, a proposal for funding, the mobilization of resources, and the recruitment of consultants to support the first phase (quarter 4).

- **ERU Standard Operating Procedures:** In a consultative process during which two DMUs in Asia/Pacific and the Americas gave input alongside 11 National Societies and four technical departments, the 2008 ERU SOPs have been revised and updated so as to better reflect current DM realities.

- **The Red Cross Red Crescent approach to disaster and crisis management (Position paper):** issued in late 2011 articulates in a broad sense the IFRC’s approach to disaster and crisis management. It was translated into the four official working languages and is available on the public website at page: [http://www.ifrc.org/PageFiles/91314/1209600-DM-Position-Paper-EN.pdf](http://www.ifrc.org/PageFiles/91314/1209600-DM-Position-Paper-EN.pdf)

- **Emergency Plan of Action (EPoA) and revised appeal and reporting formats:** significant work and progress has been achieved to further develop, refine, and begin to mainstream the EPoA initiative and tool, and adjust the related appeal and reports processes accordingly. The next steps in this process (to be concluded in 2012) involve developing a EPoA “how-to” guide together with a more formalized approach (procedures) that reinforce coherence while flexibly accommodating the need for adjustments as feedback is received.

In addition to Secretariat disaster management systems, procedures, guidelines and training, DCM also supported a number of important IFRC-wide and inter-agency initiatives:

- **Disaster and Crises Management Advisory Body:** DCM provided Secretariat support to the advisory body to advance two key objectives – i) the revision of the Principles and Rules for Disaster Relief (P&R); and ii) the development of a holistic disaster management policy framework. DCM prepared papers for discussion during the two DCMAB meetings during 2011, meeting minutes and reports to the Governing Board of the IFRC. The key achievement in 2011 was the development of a P&R consultation and revision process concept paper that was endorsed by the Governing Board and subsequently implemented from quarter 4 2011.
• **Disaster Management Working Group:** DCM was instrumental in the re-launch of the IFRC wide Disaster Management Working Group (DMWG) in Ottawa in February 2011. As a permanent member of the Organising Committee, DCM supported the revision of the terms of reference for the working group and supported agenda items for the two successful meetings conducted in 2011.

• **Civil Protection Working Group:** DCM, in cooperation with the Europe Zone office and EUNS Office in Brussels, provided Secretariat support to a Federation/ICRC working group on civil protection. The working group continued its agenda from 2010 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 finalised in 2011 as planned, however an advanced draft was available for the Statutory Meetings in November 2011 and a process was developed for further National Society consultations in the first half of 2012. The civil protection focal point for the Federation conducted extensive consultations with National Societies on domestic and international civil protection roles and participated in numerous events and trainings with civil protection actors, disseminating the principles and values and operating modalities of the RCRC Movement.

• **Restoring Family Links:** DCM in cooperation with the Europe Zone Office and Migration Unit, continued to support a Movement wide approach to the implementation of the RFL strategy. Four productive RFL liaison meetings were held between the Federation Secretariat and ICRC during 2011. RFL was appropriately reflected in DREF and Emergency Appeal templates and checklists, and the new Plan of Action templates developed in 2011. Information on RFL and the pool of available practitioners was disseminated through DCM global tools training. DCM

• **Steering Committee for Humanitarian Response (SCHR):** DCM continued to be represented in the SCHR Working Group throughout 2011 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 UN Transformative Agenda.

• **The Sphere Project:** DCM continued to be represented on the Board of The Sphere Project throughout 2011 and to contribute to: i) Sphere positioning regarding the proposed Joint Standards Initiative for greater coherence between the various quality and accountability initiatives; ii) decisions on the hosting arrangements between the Federation Secretariat and the Sphere project and the identification of new hosting arrangements for 2013; and ii) oversight of the professional management of the Sphere Project. A new edition of The Sphere handbook was successfully launched in April 2011.

**Programme component 5: Timely information analysis and learning.**

**Outcome** Improved information management approaches and tools (DMIS, early warning and early action, evaluations, and lessons learned) for operational effectiveness and decision-making.

**Achievements**

• **Real-time Evaluation (RTE) of the Middle East and North Africa (MENA) population movement operation:** The RTE Terms of Reference were drafted and agreed with the
MENA zone in June and the evaluation team was selected and began their work with initial meetings held in Geneva and subsequently in the field. The initial verbal feedback was presented in August 2011 with a final draft produced in September. This was followed by a management response actioning respective points. More generally, the RTE tool has now been institutionalized in the IFRC evaluation guidelines, positioning it as a more prominent and standard IFRC quality assurance tool.

- Disaster Management Information System: (DMIS): 641 field reports were registered on DMIS in 2011, reflecting (among other elements) that some 6,696 staff and 40,432 volunteers were involved in National Society operations. Operational maps were provided for each Emergency Appeal (25), DREF bulletins (113), Information Bulletins, and other outlets – a 2011 total of 250 maps. Support in the form of knowledge sharing and training was effectively provided in April 2011 to the Asia & Pacific Zone office (Kuala Lumpur) to establish DMIS technical capacity and mapping expertise to serve Zone specific operations and programmes. The statistics for the 2011 operations and response were also updated and are available at page: https://www-secure.ifrc.org/DMISII/Pages/03_response/0320_statistics.aspx

- Information management (IM): Advances in technology, tools, and IM expertise provide platforms to continuously improve information management that facilitates the production of concise operational reports from baseline data. Work is underway accordingly to streamline IFRC sector operational reporting templates to better flow into daily sitrep formats and to facilitate improved trends analysis, and to integrate geographic information systems (GIS) into standard operating procedures (including mapping). Organized by the FACT surge desk, a small working group has been studying how best to move forward in IM and to integrate the emerging technology in a user-friendly and pragmatic manner.

Constraints or challenges
The considerable funding shortfall experienced in 2011 adversely affected progress, with a significant impact on implementation, necessitating the need to adjust projections, plans, and activities accordingly.

Working in partnership
The key strategic partnerships established or nurtured in the course of 2010 were maintained, reinforced, and expanded in 2011, prioritizing cooperation with our own National Societies and ICRC complemented with reinforcing existing external relationships (SCHR; Sphere; CaLP) and exploring several potential new partnerships.

The IFRC continued to closely 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). In addition to ongoing collaborative approaches, the IFRC is engaged with the UN transformative agenda and actively searching for appropriate linkages to improve disaster response. Support was also provided to the Spanish Red Cross for the establishment of a new Federation Resource Centre on Livelihoods and Economic Security.
Contributing to longer-term impact

The DCM team works collaboratively with the broader global disaster management team to support disaster risk reduction and longer term development initiatives. In 2011 DCM facilitated or was involved in a number of important initiatives to contribute to longer-term programme impact including:

- Strengthening the understanding of strategic aim 1 of S2020 through technical assistance and awareness-raising on post-disaster recovery programming – and promoting the integration of food security, nutrition, and livelihoods interventions in disaster operations.
- DM Strategic Operating Framework (DM SOF): is intended to provide the framework to guide the Secretariat global DM team in a common direction over the coming 4 years until 2015 and enable delivery against S2020.
- Leading on the development of the draft IFRC disaster management position paper and guidance to the Disaster and Crises Management Advisory Body (DCMAB) on key policy priorities for the IFRC, including the revision of the Principles and Rules for Disaster Relief.
- DCM continued its effective representation at various international fora, delivering key advocacy messages calling for additional resources for disaster preparedness and strengthening the links between community-based and institutional approaches to preparedness. A greater longer-term investment in disaster preparedness and risk reduction has the potential to strengthen resilience to disasters, and reduce the scope and costs of response operations.
- Contributing to a more systematic and transparent approach to institutional early warning and early action which will support the longer-term impact of reducing disaster risk. In this respect, collaboration will continue with a number of scientific partners to improve the predictability of disasters and to use Red Cross Red Crescent networks to gather and disseminate timely and relevant information.
- Pursuing an integrated approach to disaster management and risk reduction by linking strategies and activities for disaster preparedness (community based and institutional) with disaster response and recovery. This is being achieved through collaborative work planning and joint initiatives such as the work on assessment training.

Looking ahead

DCM will continue to strive to align its work in accordance with the priorities outlined in the Secretary General’s objectives and Strategy 2020. More specifically, over the course of 2012, disaster management will be improved with the following key disaster preparedness, response, and recovery initiatives:

- Stronger cooperation, coordination and support arrangements between the secretariat in Geneva and in the Zones – including ongoing support to Zones and regions for disaster response coordination, improved planning, performance management and accountability.
- The “roll-out” of the HeOps global disaster response tool – including the appointment and deployment of three HEOp’s pool members with extensive experience to lead major international emergency response operations. In 2012, DCM and the HeOps pool members will develop the systems and environment for nurturing, mentoring and coaching of the next generation of emergency response leaders (the HeOps roster members).
- Development and maintenance of harmonized DM standard operational procedures and systems.
• Increased knowledge, skills and human resource base for integrated preparedness, response and recovery programming.
• Promoting a DM learning and accountability culture within the IFRC.
• Integrating a gender perspective as a core element in IFRC’s disaster management activities.

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 (The Sphere Project) 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.

The IFRC’s work is guided by Strategy 2020 which puts forward three strategic aims:
1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non violence and peace.

Find out more on www.ifrc.org

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