


# Report 2006-2007

 International Federation  
of Red Cross and Red Crescent Societies

## Disaster Management and Coordination

Appeal No. MAA00003

03/04/2008

This report covers the period of 01/01/2006 to 31/12/2007 of a two-year planning and appeal process.



After the passage of Hurricane Felix in September 2007, the Nicaraguan Red Cross Society volunteers organized the reception of casualties in Lamlaya, on Nicaragua's Atlantic coast. The Netherland's Red Cross Society has funded a special project on Lamlaya which promotes disaster preparedness through community awareness programmes. **A. Wynter/International Federation**

### In brief

#### Programme summary:

The two-year Disaster Management and Coordination programme, building on learning from response to large-scale disasters such as the Tsunami and the Pakistan Earthquake, sought to strengthen the whole spectrum of support to National Red Cross and Red Crescent Societies in disaster management: from preparedness to response and recovery, while reducing the risk of disasters to vulnerable people at each stage of the cycle. It has built disaster management capacity within the International Federation, and promoted needs-based planning along the same lines as the UN-driven Humanitarian Reform. Among the main achievements, are the strengthening of the links between planning at each stage of the disaster management cycle, and the development of tools and guidelines leading to needs- and risk-based planning by National Societies, ensuring appropriate assistance to vulnerable people affected by disasters. The International Federation has strengthened its global logistics, preparedness, relief, recovery and shelter capacities, while ensuring a coordinated response to major disasters during 2006 and 2007. A separate appeal covers Shelter and can be accessed at: [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual06/MAA0001901.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAA0001901.pdf)

The programmes planned under this global Disaster Management and Coordination appeal have all

been undertaken, in some cases completed, or are being continued under the Disaster Management and Coordination appeal covering 2008 and 2009. The overall implementation of the appeal programme stands at 72 per cent against the budget, and 89 per cent against funding. A balance of funds is being carried over to 2008, to cover the implementation of ongoing programmes, particularly those planned under the European Commission Humanitarian Aid Department (ECHO) thematic funding and the three-year risk reduction programme funded by the UK Department for International Development (DFID). The main discrepancies between budget and expenditure were caused by the over-budgeting of international staff and consultants and training activities. Some major donors placed restrictions on the number of staff covered by their funding, and this has limited the resources needed to carry out planned activities. Competing demands for operational assistance have also led to the late finalization of some activities. The late signature of the five-year disaster management programme between the International Federation and DFID reduced implementation in the first year of the programme in 2007, and not all planned activities were completed. The unused funds are being returned to DFID for re-allocation, and are not part of the carry over to 2008.

Total funding stood at CHF18,751,300, which is 80 per cent of the budget. Income amounted to CHF 12,291,575, and major donors are ECHO, DFID, the Canadian Government, and the Finnish and Norwegian Red Cross Societies. Funding brought forward from 2005 was CHF 6,459,725, which included the first round of ECHO thematic funding for activities to be implemented before September 2006. There is a carry over of CHF 2,031,715 from 2007 to 2008, which again partly represents outstanding funding under the second round of ECHO thematic funding.

**Goal:** To reduce the number of deaths and vulnerability to disaster through the development and effective use of national, regional and international Red Cross and Red Crescent capacities and resources.

**Needs:** Total 2006-2007 budget CHF 23,383,868 (USD 20,915,803 or EUR 14,172,041) (out of which 80 per cent covered). [Click here to go to the attached financial reports:](#)

[Report 2006](#)

[Report 2007](#)

[Report 2006/2007](#)

**No. of people we help:** Through this Disaster Management and Coordination programme, the International Federation primarily assists and supports capacity building in National Red Cross and Red Crescent Societies, and does not deliver direct assistance to beneficiaries.

Reports made by National Societies on their disaster response operations indicated that in 2007, they assisted 20.7 million people in 509 different disasters. In 2006, this figure was 4.7 million people in 444 different emergencies.

**Our partners:** The secretariat of the International Federation works in partnership with the Inter-Agency Standing Committee members (IASC) and is a member of the Steering Committee for Humanitarian Response (SCHR) to improve the timeliness and quality of humanitarian response to disasters. It participated in the UN cluster system, and convenes the shelter cluster in natural disasters. It is a member of the International Strategy for Disaster Reduction (ISDR), and participated in the global platform for disaster risk reduction. It also works with the World Bank and the ProVention Consortium. In late 2007, it started a partnership with the International Research Institute for Climate and Society of Colombia University (USA) to improve the organization's early warning of disasters, as well as works closely with the Red Cross Red Crescent Climate Centre hosted by the Netherlands Red Cross Society.

## Current context

In November 2007, the 30<sup>th</sup> International Conference of the Red Cross and Red Crescent underlined four great challenges (environmental degradation and climate change, international migration, violence particularly in urban settings, and emergent and recurrent diseases and other public health emergencies) that the humanitarian world is facing, and which are shaping the priorities for action and International Federation's partnerships and alliances.

Climate change is already causing an increase in the number of weather-related disasters that are affecting developed and developing countries alike, while the number of geologic disasters, like earthquakes, has remained more or less stable. Between 2004 and 2007, the number of disasters responded to by National Societies rose from 278 to 509 a year, while the incidence of floods that they responded to increased from 63 to 138. Weather-related disasters affected the largest number of people in 2007: floods in China, North Korea, Bangladesh and Pakistan, but also in many countries in Africa and in Mexico. Damage and flooding caused by cyclones in Asia, such as Cyclone Sidr in Bangladesh and Cyclone Lekima in Vietnam, also affected millions of people. There has also been a corresponding increase in the number of outbreaks of diseases such as cholera, malaria and rift valley fever especially in Africa, but also in regions like South America, where dengue fever is becoming endemic. Climate change is causing more serious floods and droughts in areas where they are common, but also in areas which have not previously been affected by them. Floods and drought alike are causing worsening food insecurity in many regions. Those living in poverty in countries where there are no health or basic infrastructures suffer the most.

The International Federation is therefore developing its capacities at the national, regional and international level to meet growing needs and to focus on the most vulnerable hazard-prone areas. As part of its new operating model, the International Federation is using its resources to respond to needs, and to provide technical support regionally to National Societies. The organization is undergoing a transition process, whereby the reorganization will run concurrently with the coordination of, and support to, emergency operations and to preparedness, risk-reduction and recovery programmes.

## Progress towards objectives

**Overall programme objective:** To reduce the number of deaths and vulnerability to disasters through the development and effective use of national, regional, and international Red Cross and Red Crescent capacities and resources.

**Expected result 1:** The capacities of National Societies to reduce risk, prepare for, and respond to disasters are strengthened, and used effectively and strategically.

### **Disaster risk reduction**

One of the priorities of the International Federation is to reduce the risk of disasters by strengthening the resilience of the most at-risk communities. At the Global Platform for disaster risk reduction organized by the UN ISDR in June 2007, the International Federation shared good practice, and advocated to donors and governments for the need to scale up efforts to make the Hyogo Framework for Action a reality at the local level. As part of the work to promote risk reduction in local development planning, National Society staff from the Americas region presented their work to mainstream disaster risk reduction in schools. A side event was also organized at the Asia Pacific Regional Workshop on school education and disaster risk reduction. The International Federation continues to engage in the ISDR Knowledge and Education Thematic Platform. Efforts to promote dialogue and initiatives at the regional and national levels have continued, such as the Cairo regional workshop on building

partnerships for disaster risk reduction.

To help ensure a more coherent approach to disaster risk reduction by its 186 National Society members, the secretariat produced two publications on disaster risk reduction: *Disaster risk reduction and the International Federation* and *Defusing disaster reducing the risk: calamity is unnatural*, which included examples of best practice. The substantial advocacy work over the last two years has led not only to advancing the work of the International Federation on climate change and national disaster risk reduction processes, but has also helped raise the global influence and profile of the International Federation on risk reduction.

The secretariat continued to implement the three year (2005–2008) Department for International Development (DFID)/ British Red Cross Society-funded programme in seven countries in South Asia and Southern Africa to advance disaster risk reduction policy and practice at the national, regional and global level. The programme has contributed to an increase in community safety and resilience of 14 different disaster-prone communities, and has strengthened disaster response capacity. For example, Nepal Red Cross disaster response units assisted 510 people trapped by seasonal flood waters in early 2007. It led to the development of indicators or characteristics of a resilient community, as well as led to advances in disaster risk reduction policy.

The Red Cross Red Crescent Climate Centre is supporting 40 National Societies in climate change risk reduction activities. Activities involve funding and technical guidance in mitigation activities in high-risk areas, branch capacity building, and supporting the National Society to establish links with government and meteorological services to promote climate exchange and risk reduction work. The Centre is working simultaneously at the international level to improve government policies, and to lobby for an increase in funding for climate risk reduction activities in high-risk countries. For example, the Centre is working with the European Union, G8 Gleneagles Plan of Action, the World Bank, the Organization for Economic Cooperation and Development (OECD), and the United Nations Framework Convention on Climate Change on climate-related initiatives. The Climate Centre continues to work closely with the secretariat, endorsing an increase in risk reduction and promoting early warning of hydro-meteorological disasters.

### **Food security in Africa**

Climate change and weather-related disasters are aggravating food insecurity, particularly in Africa. The secretariat carried out a desk review of previous long-term food security programmes in Africa from 1984 to 2006 on behalf of the Pan African Coordination Team (PACT). The lessons learned and an evaluation of the value added of Red Cross Red Crescent programmes is being used to create a global food security framework and a five year plan of action, to be piloted initially by 15 African National Societies.

The West and Central African National Societies adopted a strategy in October 2006 to strengthen food security and nutrition at the branch and community level. During the first half of 2007, the secretariat supported the training of 20 francophone representatives in food security assessments and in livelihoods programming, with an emphasis on partnerships with other actors such as the World Food Programme and the Food and Agriculture Organization. A regional network for francophone National Societies has now been set up with their own website that serves as a virtual knowledge-exchange platform on food security and livelihoods. In Southern and Eastern Africa, the National Societies have updated their existing food security strategies until 2010.

The secretariat finalized a good practice document (*HIV and livelihoods in Africa: What can National Societies do?*) on how food security and livelihood programmes can be integrated into existing health programmes, in particular HIV. It also developed training modules on food security, livelihoods, nutrition and cash in relief which have been used in disaster response training programmes, including for the Field Assessment and Coordination Team (FACT) and the Emergency Response Unit (ERU).

In 2006 and 2007, the secretariat supported the training of 150 African National Society staff from 43 sub-Saharan African National Societies in food security assessment and programming. These staff are now implementing the learning, helping their respective National Societies to better plan and implement food security programmes in contexts where food insecurity is caused by climate change, environmental degradation, disasters or chronic poverty.

The International Federation has supported the development of needs-based planning through this appeal by the development of tools for National Societies. The well prepared National Societies questionnaire (WPNS) is a joint initiative with the International Committee for the Red Cross (ICRC) which helps National Societies identify their needs and priorities for preparedness and response to disasters. Based on the characteristics of WPNS and following training in the recommended participatory methodology, a total of 33 National Societies in the Americas, South Asia, and West and Central Africa have been trained for using the tool, and are now, along with National Societies in Southern Africa, part of the DFID risk reduction programme using WPNS as a basis for planning, to develop strategies and indicators to measure impact, and to develop national disaster management master plans.

The secretariat finalized the “learning by doing” vulnerability capacity assessment (VCA) methodology and supported the training of more than 75 National Society staff from 15 National Societies to facilitate the process at the country level. The participants initiated community-level risk assessments using new VCA methodology and developed community-based action plans, supported through DFID and ECHO funding, for the reducing key identified risks. For example, in the community of Tangail in Bangladesh, 72 families benefited from income-generating projects and a tube well, which served as the only source of clean water for 300 families following the 2007 floods. In the Maldives, where villages are chronically vulnerable to floods and tidal surges, VCA is being used to promote risk reduction as part of the Tsunami-funded programme. VCAs have or are being carried out or in China, Vietnam, Laos, Cambodia, Georgia, Azerbaijan, Albania, Syria, Jordan, Yemen and Argentina.

With funding from DFID and ECHO, the International Federation has developed disaster response and contingency planning guidelines, and supported their use by National Societies. The guidelines are being piloted in Bangladesh, Nepal, India, Macedonia, Bosnia and Herzegovina, Serbia, Georgia, Kazakhstan, Turkmenistan, Jordan, Dominican Republic and Brazil. The Pan-American Disaster Response Unit (PADRU) developed contingency plans in preparation for the 2007 hurricane season. In Central Asia, a regional disaster response and contingency plan for earthquakes was completed during the first quarter of 2007 in close cooperation with the national authorities and UN organizations. Operational procedures are also being established with National Societies. On 22 July 2007, a contingency plan was activated in Tajikistan in response to an earthquake that affected 7,000 people in the Rasht district of the country. Trained rapid response teams carried out the needs assessment and assisted in providing relief, supported by a DREF allocation. The Tajikistan Red Crescent Society carried out an in-depth beneficiary satisfaction survey and an evaluation of this response, and of another response to floods. Findings were used to adapt the Tajikistan Red Crescent Society's contingency plan and disaster response training.

To improve the quality and provide standards for needs assessment, the 2005 version of the emergency assessment guidelines were revised with the ICRC and updated. They now include 24 hour and 72 hour assessment templates, which were piloted by response teams in Pakistan in July 2007. Following beneficiary feedback and reviews of recent response operations, for example, to the Yogyakarta earthquake in 2006, the guidelines also now include a section on recovery needs assessment and guidance on restoring livelihoods in disaster response operations. The secretariat also compiled a relief mission assistant CD-ROM for responders, which includes the updated guidelines and existing templates for needs assessment, targeting, registration, preparing a plan of action, monitoring, evaluation and reporting, as well as interfaces with shelter, recovery and logistics.

With the support of the British Red Cross Society, the International Federation and ICRC agreed on Movement-wide guidelines for cash transfer programming, and published these guidelines in 2007. The

guidelines served as an important resource for International Federation support to regular inter-agency trainings, such as with Save the Children and Oxfam, on cash transfer programming.

Using a consultative process, a first draft of national disaster preparedness and response mechanism standards were developed to assist National Societies in preparing local and national level response plans and training. Six National Societies from Americas, Middle East and North Africa (MENA) and Europe have tested the guidelines during the year, and a similar number from South Asia and Europe will do so in the first half of the 2008.

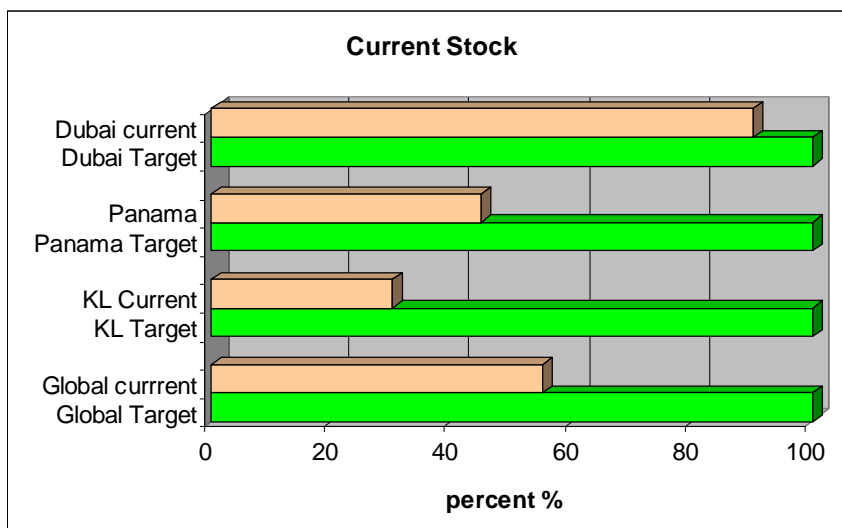
## Logistics

Logistics is a key professional element to achieving successful disaster management. It is a support service to both disaster relief operations and ongoing programmes of the International Federation and of the National Red Cross and Red Crescent Societies. To support National Societies in preparing for disaster response through the procurement and standardization of relief items, the Logistics and Resource Mobilisation department (LRMD) established or renewed framework agreements in 2006 and 2007 for blankets, kitchen sets, jerry cans, mosquito nets, hygiene parcels, tarpaulins, cholera kits and inter-agency Emergency Health Kits (IEHK), as well as Nissan and Toyota vehicles.

In conjunction with the Shelter department, emergency shelter kit specifications were finalized and orders placed with suppliers for 29,000 kits for pre-positioning in the Regional Logistics Units (RLU) and regional locations in Africa.

The Pacific emergency relief container programme is under renewal with the support of the Japanese, Australian and New Zealand Red Cross Societies. This programme places emergency supplies at the community level within the widely geographically-spread and difficult-to-reach Pacific Islands.

ECHO and the American, Japanese, Canadian, Netherlands, British Red Cross Societies hold emergency relief supplies within the RLUs. At the end of 2007, the stocks held by the RLUs represented 55 per cent of the target of basic relief items to meet the needs of 5,000 families in 48 hours, and 15,000 families within two weeks.



The Logistics and Resource Mobilization department continues to offer Humanitarian Procurement Centre (HPC) services to Red Cross and Red Crescent National Societies. Recent HPC services include the procurements for Danish and Belgium Red Cross Societies for supplies in Afghanistan and Sudan. To underpin the sustainability of the RLU structure, and as a support

mechanism to increase our capacities to deliver HPC services to National Societies, the LRMD has developed a cost recovery mechanism and supporting business process. Four workshops on cost recovery have been held in the RLU's. The cost recovery mechanism covers logistics services provided from Geneva and the Regional Logistics Units to all parties and operations within the Movement, and has been extended to in-country logistics support for large projects such as the Canadian Red Cross Society Shelter Programme in Indonesia. Additional work has been undertaken with the Finance Department to enhance and develop processes for managing and monitoring budgets and charging mechanisms, moving stocks and managing the assets of pre-positioned stocks. This included a workshop for Finance staff from Geneva and the Regional Finance and Logistics Units.

Key Performance Indicators for logistics services have been developed and trialled. Further development will continue to take place into 2008 to drive the improvement of the process.

**Expected result 2:** International disaster response to sudden and slow onset disasters by the International Federation and its membership takes place in a coordinated, timely, and appropriate manner, while strengthening local capacities.

### **Building human resource capacity**

The focus, particularly in 2007, has also been on developing appropriate skills for disaster managers and developing relief and early recovery capacities.

In order to build relief capacity at the regional and global level, one global workshop in Geneva and two regional relief workshops, one in Almaty for Central Asia and one in Bangladesh for South Asia, were carried out in 2007. A total of 76 people were trained from 30 National Societies. As well as strengthening core relief functions such as emergency needs assessment, beneficiary targeting and selection, relief distribution and reporting, new recovery and shelter sessions were held to improve the relief to recovery interface, and to explore ways of initiating recovery/livelihood programmes during emergency relief operations. Following the regional training, the relief component was reviewed and incorporated into the Central Asia and South Asia National Societies' disaster response programmes and trainings.

Recent reviews and evaluations of the International Federation's history in recovery programming after larger-scale disasters have identified a number of areas where performance in post-disaster recovery needs to be improved. Among these, are the need to provide better guidance to National Societies on the scope, scale, and focus of recovery work; the need to improve our ability to undertake quality needs assessments in a genuinely participatory way; to strengthen the International Federation's accountability to beneficiaries; to recruit staff with appropriate skills in recovery to carry out this work; and to develop recovery skills among National Societies.

A global recovery workshop was held in Sri Lanka in August 2006, focusing on the sharing of recovery experiences and lessons learnt between tsunami-affected countries. In June 2007, a second annual recovery workshop was conducted with a focus on awareness-raising and skills development for 30 key International Federation staff on recovery policy and principles.

Research on human resource development for recovery was undertaken in 2006 and 2007 to identify gaps in skills and competencies for recovery positions. The British Red Cross Society subsequently built upon this work with further refinement and development of skills and competencies for recovery positions, and is collaborating with the International Federation on skills training and a roster of staff for deployment within or alongside global tools such as the Regional Disaster Response Team (RDRT), the Field Assessment and Coordination Team (FACT) and the Emergency Response Units (ERU).

The American Red Cross and DFID supported a review of disaster management training activities. They concluded that there was a need for an induction course for disaster management and training on project cycle management to provide disaster management personnel with the necessary foundation.

As a result of the review, a Disaster Management induction course was commissioned in late 2007, and is currently being developed. This training would complement the technical training that already exists for response teams and ERUs.

### Disaster management units

During the current period of transition of consolidating support to programmes in the regions and developing regional disaster management units (DMU), centralized disaster response assistance continues to be provided by the Geneva secretariat and existing DMUs.

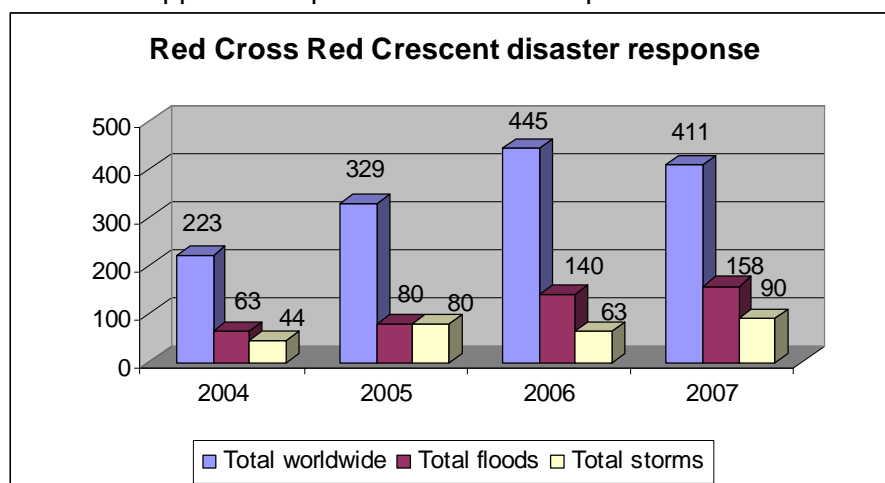
The Pan American Disaster Response Unit (PADRU) continued to support and coordinate disaster response in the region, and further build the numbers and capacity of Regional Intervention Teams (RIT). Disaster management delegates from PADRU and/or RIT members supported many of the operations in 2006 and 2007, often with financial support from the Disaster Relief Emergency Fund. PADRU also supported contingency planning amongst National Societies, particularly for hurricane response, and will continue to develop its support to disaster response preparedness and early recovery.

The role of the Asia Pacific Disaster Management Unit (APDMU) also grew during the reporting period. Initially, the unit supported delegations and National Societies in the development of RDRT training and standards, contingency planning and resource development. In 2007, the unit was more actively involved in disaster response, either through the coordination of international disaster response or through direct support. Disaster management delegates from APDMU supported both the Pakistan floods and Bangladesh Cyclone Sidr operations in 2007. Unlike PADRU, the unit is finding it difficult to secure funding and human resource support from donor National Societies in 2008 to allow for its further development.

The discussions on the development of a DMU for Africa continued in 2007, and while the future location and exact functions are still not specified, it is anticipated that the first Africa DMU staff will be identified and recruited in the second half of 2008.

### Disaster Coordination

National Societies responded to an increasing number of disasters in 2006 and 2007, mostly storm or flood-related. In 80 per cent of the cases, they responded with local or national resources, calling for regional or international assistance in the remaining 20 per cent. The Disaster Relief Emergency Fund (DREF) provided financial support to 25 per cent of the total operations.



Many of the lessons learned of the Tsunami have already guided the way that the Red Cross/Red Crescent responds to disasters. Improved internal coordination was at the heart of the rapid and

successful response to the October 2005 Pakistan earthquake. While none of the disasters in 2006 or 2007 were on the scale of this earthquake, the large number of disasters has put a strain on the available resources, both within the secretariat and for a number of National Societies. At the same time, this situation has helped the International Federation develop disaster management by:

- Ensuring a more integrated approach and thinking to disaster management;
- Strengthening early recovery and recovery, and ensuring it becomes a natural part of disaster response;
- Strengthening relief through training, and adopting a more holistic approach to relief programming;
- Developing a better shelter approach within the wider International Federation;
- Acknowledging and addressing climate change and its affects;
- Engaging in, and starting to create an early warning system leading into an early action process for communities and the whole organization.

The International Federation has also continued to develop flexible tools, mechanisms and solutions to better respond to the changing nature of disasters, and to support growing National Society capacity.

### **Increase in emergency response capacity and flexibility**

During 2006 and 2007, two staff members supported the development of Emergency Response Units (ERU), and co-facilitated the rapidly growing number of ERU training courses in National Societies. They also provided the necessary support to coordinate the actual deployment of ERUs to a steadily growing number of operations: 10 in 2006 and 17 in 2007. The desk managed and assisted the integration of a number of new National Societies into the ERU group. Whereas prior to the Tsunami operation the ERU group consisted primarily of National Societies offering the complete ERU package of standardized equipment and trained staff, the period 2005 to 2007 saw the emergence of six new National Societies offering human resources, who were trained in existing ERU courses, and available for joint deployments.

Following the implementation of the recommendations from the basic health and care evaluation carried out after the Tsunami, the Basic Health Care unit became more mobile and focused on clinical, as well as community health outreach. The transition was timely, and helped the National Societies better prepare for operations such as the Kenya floods at the end of 2006, as well as the floods in Mozambique and Pakistan in 2007. These operations allowed traditional ERU National Societies to carry out deployments with new human resource support from countries such as Australia, Canada and Hong Kong. In addition, the first joint deployments for the National Societies of Benelux, Croatia and Switzerland took place in 2007. The Spanish Red Cross Society deployed staff to the Pakistan floods operation, inviting three trained Indonesian Red Cross Society water and sanitation members with whom they had worked with during the Tsunami operation in 2005.

During 2006 and 2007, the number of National Societies holding trained Relief ERUs increased from one to five. There were three joint Relief ERU deployments. A Relief ERU technical working group was formed and contributed to the development and the sustainability of the relief programme.

2007 was one of the busiest years for ERU with 17 deployments, including one base camp, which provides support to International Federation teams in the field. ERUs were requested to support operations on three continents by the National Societies of the following countries: Mozambique, Madagascar, Uganda and Sudan (Africa), Peru (Americas) and Pakistan and Bangladesh (Asia). With the exception of the deployment of relief and logistics ERUs to the Peru earthquake, all other ERUs were deployed to floods or cyclone operations. Given the increase in severity and length of these weather-related disasters, more water and sanitation and health interventions will be necessary. The water and sanitation and health ERUs are being made as mobile and effective as possible to meet these needs.

The situation was similar for FACT deployments. Of the 11 deployments made in 2006 and 2007, 10

supported operations in response to floods, cyclones and storms. The number of large-scale disasters in 2007 called for considerable support from both FACT and RDRTs. Regionally, RDRTs responded to a total of 45 medium-scale disasters. In the Americas, RDRTs, called Regional Intervention Teams, supported 32 different disaster response operations. RDRTs were integrated into 11 of the 12 FACT missions.

The FACT and RDRT programme aimed to increase the numbers, diversity and capacity of persons trained to respond to both sudden and slow onset disasters. The training was revised integrating new initiatives in shelter and recovery into the FACT training, in consultation with a FACT working group which includes representatives from National Societies that support FACT. During subsequent deployments, FACT provided the platform for both shelter and recovery experts to respond in eight of the 12 disasters where FACT was deployed. Sixty-five additional persons were FACT trained during the programme period using the revised modules.

In October 2007, 25 people representing National Societies, the zones, the Geneva secretariat and team members met to discuss lessons learned and ways of improving the FACT preparation and operational process based on the experience of three recent FACT deployments. The group put forward a number of recommendations, which have now been included in a work plan to ensure their implementation. An external review of FACT will be carried out during the first three months of 2008, and the Standard Operating Procedures and training updated to reflect the current International Federation structure and response environment.

The ongoing consolidation project has had an impact on the FACT/RDRT programme. At the zonal level, changes in both roles and staff made it challenging for the consistent planning and implementing of RDRT trainings, and there was a reduction in the number of trainings held globally in 2007, from 220 persons trained in 2006, to 150 persons in 2007. RDRT managers from five of the zones also came to Geneva in November 2007 to discuss the RDRT system. They looked at the content for both general and specific technical RDRT training with the relevant technical departments in Geneva. They also discussed common selection standards, database management and contracting and deployment procedures. A task force was created to take the recommendations forward, and to reach common standards for RDRT across the different regions.

The Finnish Red Cross Society hosted four team leader training workshops over a two-year period, training ERU, FACT and RDRT team leaders who are called to work together during major operations. The training provided potential team leaders from 30 different National Societies and the secretariat with the understanding and skills to coordinate and work together with a large number of Red Cross/Red Crescent Movement and external partners in major disaster response operations.

Telecommunications equipment (FACT communication kits) was propositioned in all zones for use by RDRTs, and kits were sent with each FACT team, and then replenished.

## **Recovery**

The focus of the International Federation's work on recovery was primarily on the countries affected by the Tsunami in 2006. In 2007, the focus was extended to provide early recovery operational support to major post-disaster response operations globally. The recruitment of individuals for the recovery surge team (a team of around 20 skilled early recovery practitioners for standby deployment) commenced in 2007 with key deployments alongside FACT and Operations Teams to major disasters in East and West Africa (floods) and South Asia (storms and floods) during the year. Throughout 2006 and 2007, more than 10 missions were fielded to provide technical assistance to ongoing assessments of post-disaster recovery needs, programme reviews, and monitoring and evaluation. In most cases, missions were accompanied with formal opportunities for recovery training and on-the-job coaching and assistance.

## **Information Management**

Disaster Management Information Systems (DMIS) continued to grow in terms of users and information posted. The number of users more than doubled from 2006 to 2007, and reached over 4,800 at the end of 2007. The number of field reports posted by National Societies and delegates also increased from 683 in 2006 to 1,036 in 2007. The reports which alert the Red Cross and Red Crescent Movement of evolving disaster situations and give information on national society disaster response operations, are often the trigger for the International Federation's needs-based response. The DMIS desk also produced maps for all operational reports, special focus pages on major disaster response operations and statistics on International Federation disaster response. The information was shared with other organizations through Relief Web, and data from the reports used to produce disaster statistics and trends. Flood and rainfall forecasts were shared weekly, and the partnership started with IRI (Columbia University) and NASA regarding floods detection and rainfall and weather forecasts will allow the International Federation to improve its early warning and early action.

Work has continued on the development of the new DMIS site, but given the increase in requests and lack of resources, the finalization of the site has been delayed until mid-2008.

## **Logistics**

The logistics regionalization process has been implemented to support the global agenda of the Federation of the Future to scale up the International Federation's activities to reduce the number of deaths, injuries and impact from disasters. The scale up of the global logistics capacity has enabled the International Federation to respond better, faster and quicker to the increasing number of natural disasters.

The International Federation of Red Cross and Red Crescent Societies Logistics and Resource Mobilization department won the prestigious European Supply Chain Excellence Award (ESCA) for 2006. The International Federation's entry outlined how it operated in a disaster response situation, presenting its logistics tools and resources, and detailing its global supply chain services. It was also winner of the "Public and not for Profit Sector" category, and proclaimed the overall winner of the contest for 2006. The contest is organized by Logistics Europe, Europe's leading supply chain management magazine, and the official partner publication of the European Logistics Association.

The global logistics units in Geneva, Kuala Lumpur, Dubai and Panama have provided ongoing support to National Societies and International Federation operations including, communication and coordination of international aid; avoiding duplication of donations; prioritizing the delivery of most critical relief items; and mobilization (sourcing and transport) of relief items, vehicles, human resources, technical support for fleet management, procurement and general logistics. The regional logistics units (RLU) have been supporting an average of 15 operations and 35 field logistics delegates each month. Regional development has been enhanced with a total of 21 workshops with 420 participants, ranging from specialist procurement and fleet training, to workshops tailored for specific National Societies. In-depth training of four staff has taken place via a National Society staff internship programme in the RLUs. This programme helps to develop staff's skills in diverse roles, including RDRT members who are looking to enhance their skills and knowledge, to staff selected to carry out activities in international procurement.

## **Logistics systems**

The new Warehouse Management Software (Logic - Logistics Inventory Control) has been developed and released. Logic provides several benefits, including inventory visibility for all ERU in the field, as well as for RLU and National Society logisticians. It generates updated and accurate information for decision making, improves the management of data entry procedures by local staff, accelerates the arrival of relief goods to beneficiaries, lowers operational logistics costs, and reduces the time in generating reports. Logic is now operational in the Panama, Dubai and Kuala Lumpur RLUs. The

French, Spanish, Swiss and Danish Logistics ERU teams have been trained in the use of Logic, and it was used for the first time by British Red Cross Society during their deployment to the Sidr Cyclone operation in Bangladesh. Further roll-outs of this software to regional bases, operations and ERU's will continue in 2008.

The Humanitarian Logistics Software (HLS) evolution project was initiated to make HLS faster, easier to use, and to provide improved reports and user interface which will result in improvements to international mobilization and procurement processes.

The development of the relief distribution planning and reporting software is underway in consultation with the Logistics department and Relief ERU National Societies. An initial software package was developed, and presented at the Relief ERU technical meeting in Washington in May 2007. Following feedback, this software will be shared with a broader group of National Societies and delegations to finalize this consultation process.

A joint update project for the Emergency Items Catalogue commenced in the last quarter of 2007. The project is a joint initiative between the ICRC and the International Federation. Updated catalogues with an online version are scheduled to be released by January 2009. This will further enhance the Movement's ability to rapidly source appropriate quality, standardized relief items cost effectively.

The International Federation's logistics manuals have been updated, and additional content developed for air operations and construction contracting. An online version is currently on trial and is available via the FedNet.

**Expected result 3:** Disaster Management is informed and led by National Society practice through effective knowledge sharing that includes forming alliances, and engaging in international debate and advocacy.

To promote knowledge sharing, the International Federation captures lessons learned from operations. A number of new publications and case studies have been developed on VCA, early warning, HIV and livelihoods, food security, housing reconstruction, recovery, risk reduction and climate change, and uploaded in the Disaster Management Resource Framework on Fednet. Recovery case studies were developed through two problem-solving workshops with personnel working on the current Asian recovery operations. The workshop looked at the best ways of capturing and implementing learning. Consequently some audio-visual materials were developed to complement the written case studies.

The secretariat of the International Federation, together with the ProVention Consortium, highlighted lessons learned and good practice in disaster risk reduction linked to climate change initiatives at the local, national, regional and global level.

The English version of the Disaster Management Resource Framework on FedNet has been simplified, reviewed, and updated. The French section has been finalized, and the Spanish version will be finalized during the first half of 2008. The logistics section on FedNet has been entirely revised to reflect the new structure and service delivery within the regionalized model of operation. The new content includes dedicated pages on each of the logistic entities, highlighting the global logistics services and contact information. The content has been developed in English, and translated into French, Spanish and Arabic.

A revised section on disaster management for the public website was finalized, and posted in January 2008.

The 2006 *World Disasters Report* focused on neglected crises, and asks why humanitarian aid is still unfairly distributed. The Report shows how the right responses can help prevent chronic crises flaring up into humanitarian emergencies. Building on the 2006 theme, the 2007 *World Disasters Report* was the first publication to focus specifically on the issue of discrimination in disasters. Media highlighted

that this had been an area which had been neglected in disaster response. There was great interest on the part of other collaborating organizations, namely HelpAge International and Minority Rights Group, to advocate for policy issues related to discrimination in disasters. There has been a renewed effort on the part of the International Federation to use the *World Disasters Report* as an advocacy tool beyond the year of their launch, as the subjects of previous reports remain relevant to the humanitarian debate.

**Expected result 4:** Links between disaster management policy and practice are strengthened, and quality and accountability standards implemented.

Following the adoption of the new operating model and Framework for Action by the 2005 General Assembly of the International Federation of the Red Cross and Red Crescent, the secretariat started a consultation process to develop a new disaster management policy and strategy. One hundred National Society practitioners and senior staff members were consulted through regional networks and different working groups, and the Disaster Preparedness and Relief Commission supported the process. The disaster management strategy influenced the development of the Asia Pacific and global disaster management strategy, and is currently being translated into regionally specific work plans. At the country level, it was also used for strategy development, for example by the Cambodian Red Cross Society.

A post-disaster recovery policy was drafted in 2006 and further refined throughout 2007, for endorsement by the Disaster Preparedness and Relief Commission, and for final approval by the Governing Board in 2008. Importantly, the policy highlights the objective of strengthening disaster risk reduction in post-disaster relief and recovery responses, through greater quality and accountability in programming.

In the second half of 2007, the International Federation took over the Chair of the Sphere Project for six months. Through this role, it continues to advocate for the use of Sphere within the humanitarian community and within the Red Cross/Red Crescent Movement. The regional delegation for the Middle East and North Africa regions in Amman hosted the first global Sphere training of trainers in June for Arabic speaking humanitarian workers.

The Central American region piloted a training package on policy which has been finalized, and will be translated and used in other regions.

All National Societies were informed on the secretariat's work on the elimination of sexual exploitation and abuse (PSEXA), and advised on improved recruitment and reporting procedures. As a result, the staff Code of Conduct for the International Red Cross and Red Crescent Movement and Non-governmental Organizations (NGO's) in Disaster Relief has been revised. New procedures for reporting and investigating abuse have been put in place, and a pledge on PESEXA was adopted at the International Conference in November 2007.

The secretariat has developed a training module on the Code of Conduct with the ICRC, which is being piloted before mainstreaming it into disaster management and other trainings.

**Expected result 5:** Comprehensive security management and safety for field staff and Geneva-based secretariat is enhanced.

The International Federation operated in over 80 countries, many of them considered high-risk security environments. The Security Unit at the secretariat continues to support the International Federation and National Societies with security advice, recommendations, security information and analysis, as well as critical incident handling and support in all security-related matters. Despite a deteriorating security environment, and given the size of the International Federation and the scope of its activities, the fact that no incidents of death to International Federation delegates or staff, whether from accident or deliberate, were reported during 2006 to 2007 is an achievement. The Security Unit's statistics compare favourably to other international organizations and NGOs.

The Security Unit has:

- conducted nearly 40 security training sessions for a total of 790 participants, International Federation delegates and staff, as well as National Societies;
- updated and approved security regulations and plans for 60 out of 80 International Federation delegations and several National Societies;
- deployed security delegates to key operations including Sri Lanka, Indonesia, Pakistan, Kenya, Sudan and East Timor; and identified and developed 11 security focal points in different delegations;
- conducted security assessment missions to 11 different countries, and participated actively in all operations task forces held in Geneva; and
- assisted or handled 300 security incidents within the various International Federation delegations, as well as in Geneva, for staff members who have been exposed to security incidents.

## Working in partnership

In advancing the global agenda on disaster risk reduction, alliances were maintained with the ISDR System, and were developed with NGOs in the United Kingdom and the IASC. The International Federation led an initiative to address disaster risk reduction in the context of the IASC and on humanitarian response, or risk-informed humanitarian response, in conjunction with five UK NGOs and the ProVention Consortium. Work was initiated on a document detailing “the characteristics of a resilient community”, as well as on a DVD for disaster risk reduction. Following the Global Platform for disaster risk reduction, the International Federation secretariat continued to engage in the NGO Global Network, to develop the International Federation Global Alliance on Disaster Risk Reduction which was launched in October 2007, as well as to scope out its relationship with the World Bank on its Community Driven Development and Global Facility for Disaster Risk Reduction and Recovery (GFDRR) initiatives.

The International Federation continues to facilitate and support Red Cross/Red Crescent partners to work effectively in partnership with communities in pursuit of their early recovery and the achievement of International Federation global goals. Whilst the International Federation secretariat has often led the efforts on coordinating and responding to major disasters, it is the operating and participating National Societies themselves that have often taken the lead on planning and implementing longer-term recovery programmes. As such, Federation-led efforts will focus on early recovery planning with limited implementation, coordination and assistance to National Societies on strategic planning, and in managing the transition from relief to recovery programming. The International Federation encourages National Societies to take lead roles in developing approaches and tools for recovery (such as cash transfers programming and livelihoods approaches) on behalf of the Movement.

Coordination with external partners included support to the UN cluster system, International Recovery Platform, and work with the UN and World Bank on joint damage, needs and loss assessments. The International Federation also participated in a number of inter-agency assessments for post-disaster recovery in 2006 and 2007. The International Federation and ProVention have collaborated with the UN Economic Commission for Latin America and the Caribbean (ECLAC) and the World Bank on the development of methodologies for post-disaster socio-economic analysis (Damage, Needs and Loss Assessment). A technical reference group on socio-economic analysis was created with like-minded UN and NGO organizations under the leadership of ProVention and the International Federation.

In addition to taking the lead role in convening the Shelter Cluster for the humanitarian community (see the separate appeal for Shelter) the International Federation is an active member of the Logistics Cluster. It has been fully engaged in charting the development and objectives of the Logistics Cluster

with WFP, and also the logistics support for the Shelter Cluster with UNHCR. The LRMD had a representative based in Rome working with the Logistics Cluster for two months during the initial set-up. The International Federation is currently actively engaged in development projects with UNHCR, as well as continues to work with WFP.

Members of the secretariat participated in Logistics Cluster meetings and development, including simulation exercises and training programmes and presented International Federation logistics strategy, systems and response mechanisms to cluster participants.

## Contributing to longer-term impact

Underlying the Red Cross/Red Crescent Global Agenda is a commitment to address the causes of vulnerability, and to provide more effective disaster relief, recovery, and risk reduction assistance. The disaster management policy and strategy promote an integrated approach to disaster management, including disaster preparedness, response and recovery, with disaster risk reduction as a cross-cutting theme.

The Federation-led recovery agenda has championed the cause of integrated and participatory approaches to relief and early recovery programming in 2006 and 2007. Technical assistance and support was channelled towards supporting best practices to foster expansion and replication, and to encourage National Societies to scale up successful early recovery pilot initiatives. Developing skills for International Federation and National Societies staff and volunteers in participatory approaches to recovery programming will require strengthening human resource skills and competencies for recovery (retraining and recruiting new expertise into the organization). Strengthening accountability in recovery programming was also pursued through initiatives to better communicate recovery messages to key stakeholders, and documenting and disseminating case studies and guidelines that focus on demonstrating successful community engagement and the application of lessons learned.

Building on the work undertaken in 2006 and 2007, future priority will be given to supporting innovation and adaptation of the systems and tools used to delivery relief and recovery assistance. Promotion of the use of cash and vouchers will be supported, with the dissemination of guidelines and expanded and targeted training and technical assistance.

## Looking ahead

Through the establishment of the Global Alliance for disaster risk reduction in October 2007, the International Federation has laid the foundations for its disaster risk reduction focus for the coming period, and will implement a programme of scaled-up disaster risk reduction activity at the community level with a number of National Societies.

A specific long-term food security strategic framework for 15 African National Society endorsed by PACT will be launched in April 2008. The purpose is to scale-up the International Federation's efforts in national food security programmes to provide at least 20 per cent of the most vulnerable populations with longer-term food security support, and to enhance their resilience. Practically this will entail an improvement and scale up of community-based food security programming in 15 African National Societies.

The majority of disasters, especially weather-related disasters are predictable and can be forecasted. Through partnerships with Red Cross/Red Crescent actors such as the Climate centre, and with other scientific and humanitarian organizations, the International Federation will look to reduce the effects of disasters on vulnerable people through a greater ability to access, interpret, analyse, share and act on early warning from a local to global level.

Experience has also taught the organization that its immediate disaster response efforts are undermined, when the International Federation fails to manage a smooth transition to a new coordination and management structure. Early recovery human resources as a bridge between early assessment and coordination systems and the creation of an International Federation Operation Team, Movement Coordination framework or National Society-led response management structure, promises to be a useful strategy to improve the quality and continuity of the organization's disaster response. It will be developed further in 2008 and 2009.

<b>How we work</b>	
<p>All International Federation assistance seeks to adhere to the <a href="#">Code of Conduct</a> and is committed to the <a href="#">Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)</a> in delivering quality and accountable assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <a href="http://www.ifrc.org">http://www.ifrc.org</a></p>	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
<b>Contact information</b>	
<p><b>For further information on this Appeal, contact:</b> Birgitte Olsen, Deputy Director, Disaster Management, Geneva; email: <a href="mailto:birgitte.olsen@ifrc.org">birgitte.olsen@ifrc.org</a>; phone +41 22 730 4245; and fax: +41 22 733 0395.</p>	