

# ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## DISASTER MANAGEMENT

*Appeal No. 01.63/2002; Appeal target: CHF 2,684,042; Appeal coverage: 64%*

### Overall analysis of the programme w

The Disaster Management and Coordination Division (DMC) managed to satisfactorily fulfil the objectives in spite of limited human resources capacity and shortage of funding. Taking these two factors into consideration this has been addressed when drawing up the 2003-2004 appeal in an attempt to revise the way in which the DMC tools fit together in spite of limitations faced. The Federation Disaster Preparedness and Policy (DPP) unit has been merged into DMC in response to the need to deal with disasters holistically rather than to separate preparedness from response. Field Assessment and Co-ordination (FACT) teams should continue to carry out workshops in the regions in order to develop the FACT methodology which is continually undergoing change in order to address a variety of needs as they arise. Training and promotion are to be coordinated in order to give a more coherent approach as to how DMC functions. With regards to establishing pre-agreements with national societies five have been signed in the South Africa operation and one in each of Paraguay and Argentina. Work is continuing on co-ordinating and integrating all pre-agreements into the larger issue of DMC pre-agreements.

Given the recent conflict scenarios that have broken out or are threatening in Fiji, The Solomons, Papua New Guinea and Vanuatu the inclusion of the security module in DM workshops proved to be a valuable exercise as part of overall preparedness for response. This DP/CB/Security training initiative may be included with the ICRC in future Regional Disaster Relief Training (RDRT)/DM workshops in the Americas, Africa/Middle East and North Africa (MENA) and Asia in 2003.

In the area of RDRT workshops there is a need to reinforce the basic DM concepts which are common to all regions: the issue of national society participant evaluations will be addressed in order to ensure that qualified candidates are put forward to participate in the appropriate training for national, regional or international teams. The standardised training and DM protocols have been further developed as they are an important contribution toward the Standard Operating Procedures for Disaster Response (DR).

### Objectives, Achievements and Constraints w

*Objective 1:* Emergency Response Units (ERU) are effectively used as tools for rapid response to disasters. The main focus in 2002 include the refinement of existing operating systems and monitoring standards, in co-operation of ERU training in national and regional disaster management initiatives, and the promotion of greater use of ERUs by all national societies.

#### *Achievements:*

- DMC co-ordinated the deployment of ERUs with FACT and RDRT teams in the Goma volcano operation. The with the deployment of the British Red Cross logistics ERU played an important

part in the operation ensuring efficient management of the multiple delivery of the relief supplies and the overall management of the warehousing and stocks.

- The ERU Officer provided technical support to ERU National Societies, to both develop curriculum for training workshops and through facilitation at various technical ERU workshops. This included training for Spanish Red Cross logistics ERU, British Red Cross logistics ERU, Finnish Red Cross health ERU, Japanese Red Cross basic health ERU, and participation in two Norwegian Red Cross referral hospital ERU workshops.
- The annual Federation ERU Team Leader workshop was held in May for a total of 27 participants from 13 National Societies, and followed a completely revised program. This work later contributed to the development of the concept for a combined Field Team Leader workshop held in Gottingen during November.
- New ERUs were in development during 2002: this included additional support provided by DMC to the French Red Cross to develop logistics, water-sanitation and basic health care ERUs. The concept for a prototype relief ERU has also been under development together with the American Red Cross.
- The standardisation of health ERUs has continued together with support from the logistics department, and continued the harmonisation process with ICRC.
- Technical ERU working group meetings were held for logistics, water-sanitation and health to further refine working methods, specifications for equipment and relevant standards. The findings were made available on DMIS as part of greater efforts to share information effectively.

*Objective 2:* FACT will be further expended to ensure rapid and relevant response to disaster. In 2002-3 focus will be put on increasing the use of FACT in sudden and slow onset disasters, linking FACT and regional/national disaster management initiatives to facilitate co-operation and upgrading SOP to ensure improved quality and adherence to standards.

*Activities:*

- The FACT refresher workshop which took place in Geneva updated the members of the latest developments on the FACT methodology and offered a chance (for all those participating) to review and discuss previous deployments, an exercise which helped to further develop the FACT methodology.
- FACT induction workshops were carried out in Addis Ababa and Panama raising the number of FACT trained members to approximately 300 from 71 different national societies. In addition to enlarging and thereby increasing the pool of available FACT personnel the execution of the workshops in the regions added to the richness in evolving and updating the methodologies.
- Systematic debriefing of FACT teams and the FACT refresher workshop has provided input for the development of the FACT methodology. In 2002 progress was made on defining the relation between FACT and other Disaster Management tools, a new debriefing format, and a draft appraisal form to be used to evaluate the FACT team member performance.
- The Field team Leaders course was a major step in identifying appropriate team leaders.

*Constraints:*

- Production and dissemination of the FACT information brochure has been given low priority because considerable energy has been put in the development of the Joint Field Teamleader workshop.
- Systematic debriefing of FACT teams and the FACT refresher workshop has provided input for the development of the FACT methodology. In 2002 progress was made on defining the relation between FACT and other Disaster Management tools, a new debriefing format, and a draft appraisal form to be used to evaluate the FACT team member performance.
- No significant progress was made in establishing pre-agreements with national societies to facilitate FACT deployments and this has been integrated into the larger issue of pre-agreements for all DMC activities

*Objective 3:* Disaster Management Information Systems will consolidate its application to ensure relevance in addressing the complexity of information exchange in the humanitarian community and contribute to strengthening efficient disaster preparedness and response. DMIS focus for the 2002-3 period will be on the creation of appropriate conditions for effectively using DMIS at national society, delegation and headquarters levels.

*Achievements:*

- Content and technical features of DMIS have been developed through support provided by the Ericsson Response Programme for which a permanent web editor was recruited and the CD library, health and disaster preparedness pages were developed by a staff on loan from the Korean Red cross.
- New sections and pages have been developed to accommodate the growing information needs of the national societies. Examples include, special focus pages of which ten were developed to accommodate for varying crisis, trend field reports section which are used as a trend monitoring tool for NS, operations evaluations section which captured lessons learnt during disasters (4 of which were published in 2002), in addition to pages on security, DREF, Fritz Logistics software development, donors and telecom. Moreover, the first regional section was developed with the Pan America Disaster Response Unit being the first page launched. The health page was also launched at the International Aid Conference in July 2002.
- Other pages, such as FACT and ERU were launched to reflect the changing needs and to include additional, practical, requirements of the national societies (such as checklists and guidelines).
- In promoting the utilisation of DMIS the team participated in international forums on information exchange practices and made visits and presentations to over 6 national societies and over 120 individual briefings were given to delegates and visitors in both Geneva and at other events. Printed and electronic materials continually being provided to DMIS users.

*Constraints:*

- In addition to Internet connectivity problems the interface of DMIS is in English which has proved to be problematic for non-English speaking national societies.
- The tool suffered from lack of engagement from national societies, delegations and the management of the Secretariat and therefore much effort was needed to institutionalise the tool.
- Maintenance of the site is a critical issue to address as it is currently manual and therefore labour intensive especially since the site is growing quite rapidly in content.

*Objective 4:* The security and safety of Red Cross Red Crescent operations field staff, volunteers and beneficiaries is improved through application and implementation of security management system, staff training and increased monitoring of the security environment.

*Activities:*

- Security assessment missions with the aim to conduct risk analysis and review delegations security management procedures accordingly have been carried out in Iraq , Israel , Jordan , Lebanon , Palestine , Turkey , Tadjikistan , Kazakhstan , Congo-Brazzaville , DROC - Kinshasa , Ivory coast , Laos and India
- The Security Unit has facilitated the following training events : Security workshop for Federation Senior Managers in Turkey , ECHO Security Seminar in Finland , Finnish RC specialised security training course, two ERU workshops arranged by the Norwegian RC , ERU teamleader workshop in Geneva , Basic Training Course (BTC) in Norway and Stress Management workshop in Laos.
- Feed back from the regional security delegate in Ankara delegation clearly endorsed the need for regional security delegates as a concept of reinforcing the security management structure.
- In the Pacific a joint Federation/ICRC regional Disaster Management workshop included a full day security field exercise as part of the course. This is part of a long term development of the harmonisation of the Federation Disaster Preparedness and the ICRC Conflict Preparedness activities support to national societies.

- The reported security incidents during 2002 ( 38 ) remain at the same level as that during the previous year ( 40 ) , indicating that the Federations security management system including delegates security awareness and compliance with procedures has been able to cope with the prevailing security challenges in the field. Moreover, close cooperation has been maintained with NS's ICRC , UN and the Inter Agency community.

*Objective 5:* Logistics will contribute to the overall Federation emergency response capacity by focussing on consolidation of logistic systems and completion of Red Cross and Red Crescent relief items catalogue. Supply chain management training is crucial to disseminate logistics standards, mobilisation and distribution. The standardisation and publication of relief book will result in an improvement in the quality of goods delivered, and will facilitate monitoring and reporting.

*Achievements:*

- The Logistics Standards CD-ROM, composed of:
  - Standard job descriptions for all logistics functions
  - Manuals and guidelines ( procurement, warehousing, fleet management)
  - Standard forms for all logistics functions
  - Transport Management System (TMS)
  - Training material
  - Web links to The Relief Items Catalogue, Reliefweb, UNJLC etc.

was released and distributed to all delegations and national societies in the last quarter of 2002.

- The first edition of the Relief Items catalogue, a coordinated effort of the International Federation, the International Committee of the Red Cross and the national societies, has been released in June 2002 in the form of hard copies, CD-ROMs and posted on the web site of both institutions.
- The Humanitarian Logistics Software (HLS), is a web based, origin to destination software, has been developed in partnership with the Fritz Institute. The software allows the control of the supply chain from request to delivery and although it leverages experiences and best practices from the commercial sector it is tailored specifically to the disaster relief delivery chain. In 2002, the overall scope, functional analysis, the software requirements specifications have been defined and coding and programing have started. Mobilisation and procurement modules will be the first fully developed and will be launched in June 2003.
- Seven logistics training courses took place in 2002 as part of the continuing effort to further qualify and increase the pool of logisticians. Of the seven training course three were ERU trainings for the British, Spanish and French Red Cross,

*Objective 6:* Planning, management and implementation of national societies relief activities is improved through promotion of standard operating procedures.

*Activities:*

- Disaster management workshops, with primary focus on relief, were held in 9 regional locations with over 200 national society staff and volunteers participating. These helped establish strong links with regional and country delegations for the promotion of relief activities based on practical disaster response preparedness assessments, plans of action, budgeting, implementation such as site selection, camp construction and management, distributions, monitoring and reporting. These 9 day workshops provided the basis for Regional Disaster Response Teams (RDRT) within the regions in addition to increasing the database of the cross sectorial trained people available to RDRT teams. Having staff from the region which would be next host the workshop allowed for the smooth transfer of skills and the adoption of the same standards and procedures between the regions. Regional response teams which did not have these systems in place had the opportunity to adopt this system as has been requested in the 2 previous regional conferences. Southern Africa for example deployed a team on 6 occasions and there were similar requests from NS in the Americas and in Europe when for the first time RDRT teams responded

to the Floods in Eastern Europe. The first draft of the Americas PoA are now with DMC as a contribution to the Global SoP activity that will assist NS and the Federation disaster managers to achieve better coordination and more timely response in disasters.

- DMC facilitated seven of the nine RDRT workshops held in the America's Europe, Asia and Africa, which allowed for the transfer of experiences and lessons learnt from the initiatives in the Americas region as well as others.
- In contributing to the negotiation of relief agreements with national societies, DMC successfully supported both the FACT and PADRU teams to sign relief agreements with Argentina and Paraguay and negotiated five relief agreements in the Southern Africa Food crisis operation. These two agreements have paved the way for and positively contributed to the establishment of broader DM pre-agreements with national societies which would facilitate and improve coordination and relief delivery to the beneficiaries thereby enhancing the Federations response mechanism.

Constraints: Difficulties in identifying appropriate candidates for DM courses.

Objective 7: Regional Disaster Management capacities are improved.

Activities:

- In introducing a standard curricula for DM training, DMC developed the standardised RDRT course incorporating the existing best practices in the Disaster Management training from the Americas (PADRU), South East Asia (Bangkok Action Research and Singapore FACT) and Southern Africa (Harare) relief training. A standardized training package was compiled. This became the basis for the majority of DM training and has since been used in disaster response although the training model has been further developed for 2003.
- A pool of experienced trainers has been identified, to support trainings carried out in their regions and have been participating in workshops in order to bring different perspectives into the region
- A team leader workshop held for FACT, RDRT and ERU was held towards the end of 2002 on coordination and how the various tools fit together.

Constraints: Shortage of qualified delegates and NS staff to take on team leader responsibilities.

Objective 8: Disaster management is improved through all inclusive process of policies, procedures and co-ordination mechanisms.

Activities:

- The regional workshops on disaster management incorporated regional disaster preparedness approaches to risk analysis and preparedness activities in the regions into the training programme. This approach helped bridge between the realities of emergency response and disaster preparedness which have not always worked in conjunction with one another.

Constraints:

- Although a positive move towards change, national societies have been slow and somewhat reluctant in accepting pre disaster working agreement.

## **Coordination and Management w**

The DMC coordination tools have been strengthened and streamlined considerably. A substantial amount of the goals of the appeal have been met particularly in the area of disaster response. The piloting of the Pan American Disaster Response Unit has been completed and is the first fully operational Disaster Response Unit: Effective response and co-ordination is also evident in the deployment of the Norwegian Transport Support Package in the Southern Africa Food Aid operation.. The combined deployment of FACT/ERU/RDRT in the Goma Volcanic eruption was not without

problems and difficulties but along with a detailed evaluation and a review during the Field Team Leaders workshop in Germany in November provided many lessons to learn from. These lessons were applied during subsequent deployments such as during in Hurricanes Isidore, Lili and Kenan . Co-ordination between the Federation's various DMC tools, field delegations and the national societies showed much improvement has improved immensely.

Effective cooperation with agencies outside the Movement is evident in the typhoon operation in the Federated States of Micronesia where a joint Federation UNDAC needs assessment was carried out.

As previously stated training and promotion will be coordinated in order to unify the different curricula. Considering that the majority of programmes have not received the desired funding in order to be able to carry out all the activities anticipated performance and delivery to beneficiaries, vis-à-vis the national society, has been relatively good.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES**

Interim report	
Annual report	X
Final report	

**Appeal No & title: 01.63/2002 Disaster management**

**Period: year 2002**

**Project(s): G31000, 31110, 31120, 31201, 31220, 31310, 31311, 31312, 31320, 31410**

**Currency: CHF**

**I - CONSOLIDATED RESPONSE TO APPEAL**

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	2,373,586				
less					
Cash brought forward	898,311				
<b>TOTAL ASSISTANCE SOUGHT</b>	<b>1,475,275</b>				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	90,298				90,298
British Red Cross (DNGB)	11,503				11,503
DFID - British Government (DFID)	85,334				85,334
DFID 3- British Government (DFID03)	96,816				96,816
Donor - Unidentified (D000)	60,000				60,000
Finnish Red Cross (DNFI)	87,870				87,870
ICRC (DM04)	16,000				16,000
Japanese Red Cross (DNJP)	102,662				102,662
Netherlands - Private Donors (DPNL)	36,563				36,563
Netherlands Red Cross (DNNL)	4,239				4,239
Private Donors-online donations (DPOLD)	254				254
Swedish Govt.via Swedish Red Cross (DGNSE)	87,915				87,915
United States - Private Donors (DPUS)	71,471				71,471
<b>TOTAL</b>	<b>750,923</b>				<b>750,923</b>

**II - Balance of funds**

OPENING	898,311
CASH INCOME Rcv'd	750,923
CASH EXPENDITURE	-1,454,417
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CASH BALANCE	194,817

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Currency: CHF

**III - Budget analysis / Breakdown of expenditures**

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid		45			45	-45
Teaching materials						
Utensils & Tools						
Other relief supplies						
<b>Sub-Total</b>		<b>45</b>			<b>45</b>	<b>-45</b>
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	43,000	8,937			8,937	34,063
Medical equipment						
Other capital expenditures	37,000					37,000
<b>Sub-Total</b>	<b>80,000</b>	<b>8,937</b>			<b>8,937</b>	<b>71,063</b>
<u>TRANSPORT &amp; STORAGE</u>		3,447			3,447	-3,447
<b>Sub-Total</b>		<b>3,447</b>			<b>3,447</b>	<b>-3,447</b>
<u>PERSONNEL</u>						
Personnel	311,000	472,598			472,598	-161,598
		40,881			40,881	-40,881
<b>Sub-Total</b>	<b>311,000</b>	<b>513,479</b>			<b>513,479</b>	<b>-202,479</b>
<u>GENERAL &amp; ADMINISTRATION</u>						
Assessment/Monitoring/experts	215,000	181,420			181,420	33,580
Travel & related expenses	101,000	241,941			241,941	-140,941
Information expenses	312,000	105,892			105,892	206,108
Admin./general expenses	55,000	51,487			51,487	3,513
External workshops & Seminars	1,070,000	187,775			187,775	882,225
<b>Sub-Total</b>	<b>1,753,000</b>	<b>768,516</b>			<b>768,516</b>	<b>984,485</b>
<u>PROGRAMME SUPPORT</u>						
Programme management	140,726	98,063			98,063	42,663
Technical services	42,013	29,360			29,360	12,653
Professional services	46,847	32,570			32,570	14,277
<b>Sub-Total</b>	<b>229,586</b>	<b>159,993</b>			<b>159,993</b>	<b>69,593</b>
Operational provisions						
Transfers to National Societies						
<b>TOTAL BUDGET</b>	<b>2,373,586</b>	<b>1,454,417</b>			<b>1,454,417</b>	<b>919,169</b>