



IFRC's Disaster Response
Emergency Fund
Annual Plan

20
24

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“In the face of escalating global crises, IFRC remains committed to alleviating human suffering, guided by our enduring Fundamental Principles and mission.

At the heart of our response is the IFRC-DREF, a pivotal instrument enabling National Societies on the ground to act swiftly and effectively in times of need.

We are innovatively expanding our capacity through IFRC-DREF Insurance. **The potential of IFRC-DREF Insurance is immense, increasing our capacity to reach up to 6 million more people vulnerable to natural hazards.**

IFRC-DREF stands out in its commitment to channeling support directly to local actors.

While the global average of humanitarian funds directly allocated to local actors is around 1.2% annually, **an impressive 82% of IFRC-DREF's allocations are directly transferred to National Societies.**

This approach ensures aid is efficient, effective, and empowers local actors best positioned to understand and meet community needs. ”

Jagan Chapagain
IFRC Secretary General

15th December 2023



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A person in a Cameroon Red Cross uniform is seen from the back, standing before a large crowd of people. The uniform features a circular logo with a cross in the center and the text "CROIX-ROUGE CAMEROUNAISE" and "CAMEROON RED CROSS" around the perimeter. The background shows a large group of people, including women and children, in an outdoor setting with trees and a building in the distance.

Overview and highlights

The IFRC-DREF International Federation of Red Cross and Red Crescent Societies' (IFRC) Disaster Response Emergency Fund (DREF), initially established in 1979, is an emergency funding mechanism to support all National Societies, for Anticipatory Action and Response operations. It is focused on the provision of lifesaving support and emergency services before and immediately after a disaster. Since its establishment, the IFRC-DREF supported over 230 million people affected by disasters and humanitarian crises; and allocated CHF 627 million to address the needs of the most vulnerable communities. Today, humanitarian needs are growing exponentially and the IFRC is working to anticipate and respond to more complex crises.

In 2021, the IFRC-DREF published its Strategic Ambition, and its commitment to raise CHF 300 million between 2022-2025 reaching at least CHF 100 million per year by 2025. Since 2022, with the merge of the IFRC-DREF and the Forecast based Action by the IFRC-DREF, establishing the “One Fund, Two Pillars” concept, IFRC-DREF has been living up to our commitment to scaling up anticipatory action: refining the achievements from the IFRC-DREF Evolution, developing further guidance for more efficient use of the Fund, and enhancing the compliance and accountability environment of the Fund, together with collecting and analyzing feedback from our users. This new way of working means maintaining a high level

of quality, transparency, and accountability in the management of the fund and its operations. The IFRC-DREF is evolving to be an even more agile, fast, transparent, and localized way for National Societies to access reliable international funding for anticipatory actions and emergency response at the community level and for all kinds of disasters.

Over the past decade, the IFRC-DREF has experienced a sustained growth in funding capacities, coupled with an increasing number of requests and allocations that has outpaced the fund's capacities. This indicates an ongoing global trend, rather than an isolated exceptional event or year. In light of this, a key focus for the upcoming year of 2024 will be resources management.

The objective is to explore avenues for potential expansion in addition to maintaining existing resources. This strategic move aims to ensure the IFRC-DREF's ability to cope with the continuous growth in ambition and workload, aligning resources with the escalating demands and pressure put on the IFRC-DREF.



Building upon the momentum of significant growth and development with the launch of the IFRC-DREF evolution in 2022 and 2023, the focus in the coming year is on stabilizing the emergency funding mechanism, its process, and operational parameters. This strategic shift aims to reinforce the foundation of the IFRC-DREF, providing a strong and resilient base that can effectively absorb and integrate new operational parameters and modalities. By achieving stability, IFRC-DREF firstly aims at maintaining its capacity for sustained and impactful responses to humanitarian crises and secondly, be ready for future major evolutions and innovations.

As IFRC-DREF assumes a prominent role as a flagship for the IFRC leadership, the need for internal coordination within the IFRC becomes even more essential. Existing collaboration with key departments such as SPRM, Operations Coordination, Communications, Finance, Information Management, and Climate & Environment will be further reinforced in 2024. Additionally, the strategy involves establishing novel or developing recent coordination mechanisms with IFRC’s Legal department, National Society Development team, Quality Team, Technical Sectors, among others. This approach ensures that IFRC-DREF remains fully integrated and connected within the long list of IFRC Secretariat’s initiatives.

Enhancing collaboration with key departments



Strategic Partnerships and Resource Mobilisation (SPRM)



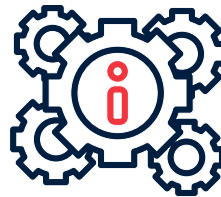
Operations Coordination



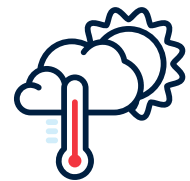
Communications



Finance



Information Management



Climate & Environment

Recognizing the significance of collaboration, the IFRC-DREF’s 2024 Plan underscores the need to further expand membership coordination. This involves strengthening ties with Partner National Societies through the IFRC-DREF Advisory Group and forging connections with other coordination mechanisms like the Regional Disasters Management Advisory Groups, Anticipatory Action & Health Working Group, among others. The objective is to create a more comprehensive network that fosters collaboration, information sharing, and collective efficacy among stakeholders.

In a bid to enhance coordination and complementarity with external partners, a key objective for IFRC-DREF in 2024 is to initiate

the first platform that facilitates collaboration between different humanitarian organizations pooled funds. This platform aims to establish a system for sharing information, learning, and lessons across various humanitarian pooled funds. By bringing together different partners, donors but also eventually donors’ councils, IFRC-DREF seeks to encourage a community of practice that promotes systematic learning and information sharing both globally and at a country level, thereby increasing the efficiency in supporting pooled funds.

In 2023, significant strides were made in enhancing the accountability, compliance, and risk management processes within the IFRC-DREF. The culmination of this effort resulted in the establishment of various tools and



processes designed to document, monitor, and systematically communicate issues and risks. These initiatives, developed in collaboration with the IFRC Office of Internal Audit and Investigations (OIAI), have been crucial in facilitating risk-informed decision-making regarding IFRC-DREF allocations, ultimately ensuring compliance with the organization's rules and procedures. The successful deployment of these mechanisms has played a pivotal role in fostering trust among partners and donors, a critical element for the Fund's steady growth. Looking ahead to 2024, the focus remains on further refining these established tools and processes to accommodate the evolving landscape of IFRC-DREF and its funding modalities. Special attention will be given to revising Key Performance Indicators, especially for the Anticipatory Pillar, aligning them with the changing modalities. An essential addition to this ongoing effort is the development of the IFRC-DREF Risk Appetite Statement, marking a strategic milestone. The goal for 2024 is to validate and disseminate this document to relevant stakeholders to maintain a heightened level of risk management.

A commitment to continuous improvement includes closely monitoring and developing the IFRC-DREF insurance product. The plan involves a thorough examination of policy parameters, with a readiness to make adjustments as necessary. Furthermore, explore opportunities for expanding the coverage of the insurance product to include the Anticipatory Pillar of the IFRC-DREF.

In the journey towards full digitalization, IFRC-DREF's focus in 2024 includes the continuous development of its applications on the IFRC GO platform. The aim is not just to simplify the tool but also to make it more robust and accessible to National Societies worldwide. In addition, we want to ensure that all IFRC-DREF modalities (existing and new ones) have a digital application that remain updated. This digitalization process aligns with the broader goal of leveraging information technology to streamline processes, enhance efficiency, and ensure that IFRC-DREF remains at the forefront of innovation in emergency funding mechanisms.



Acknowledging the introduction of several new modalities, operational parameters, and digitalization with the IFRC-DREF evolution, 2024 will see a concerted effort in capacity strengthening. Multiple dissemination activities are planned to ensure that National Societies, IFRC staff and also Partners National Societies staff fully comprehend and integrate the new IFRC-DREF modalities and processes. This comprehensive approach is designed to elevate the level of understanding, increase compliance, and foster a culture of respect for the procedures of this emergency funding mechanism.

Recognizing the challenges faced in 2023 and requests to add new modalities and processes during the revision of the procedures, the aim for 2024 is to finalize the procedures and guidelines by the first semester. A key addition to this effort is the operationalization of a new modality facilitating a faster transfer of funds to National Societies. A new advance payment mechanism, available for National Societies within 24 hours after a disaster, will be proposed to make the response to the

disaster faster by addressing immediately the most urgent humanitarian needs and better position National Societies as key emergency response actors.

In 2024, **IFRC-DREF's strategic objective is to continue enhancing integration and coordination between the two pillars — Anticipatory Pillar and Response Pillar.** Recognizing the importance of operating as one cohesive fund, this integration is crucial for effective communication, resource mobilization, capacity strengthening, and the development of modalities that can accommodate IFRC-DREF's growing ambition. By fostering synergy between the pillars, the IFRC-DREF aims to play a leading role in the effective functioning of humanitarian pooled funds for both emergency response and anticipatory action.



IFRC-DREF Results in 2023

2023 Results

Total Allocated:

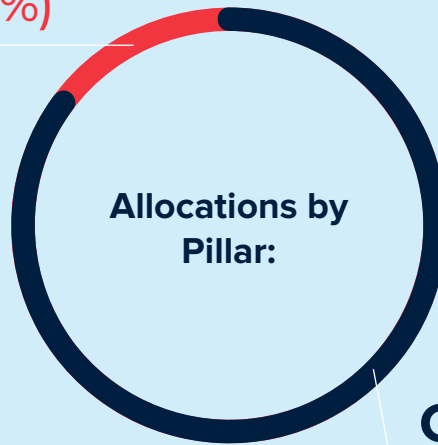
CHF 74,205,093



Anticipatory Pillar:

CHF 9,142,341

(12%)

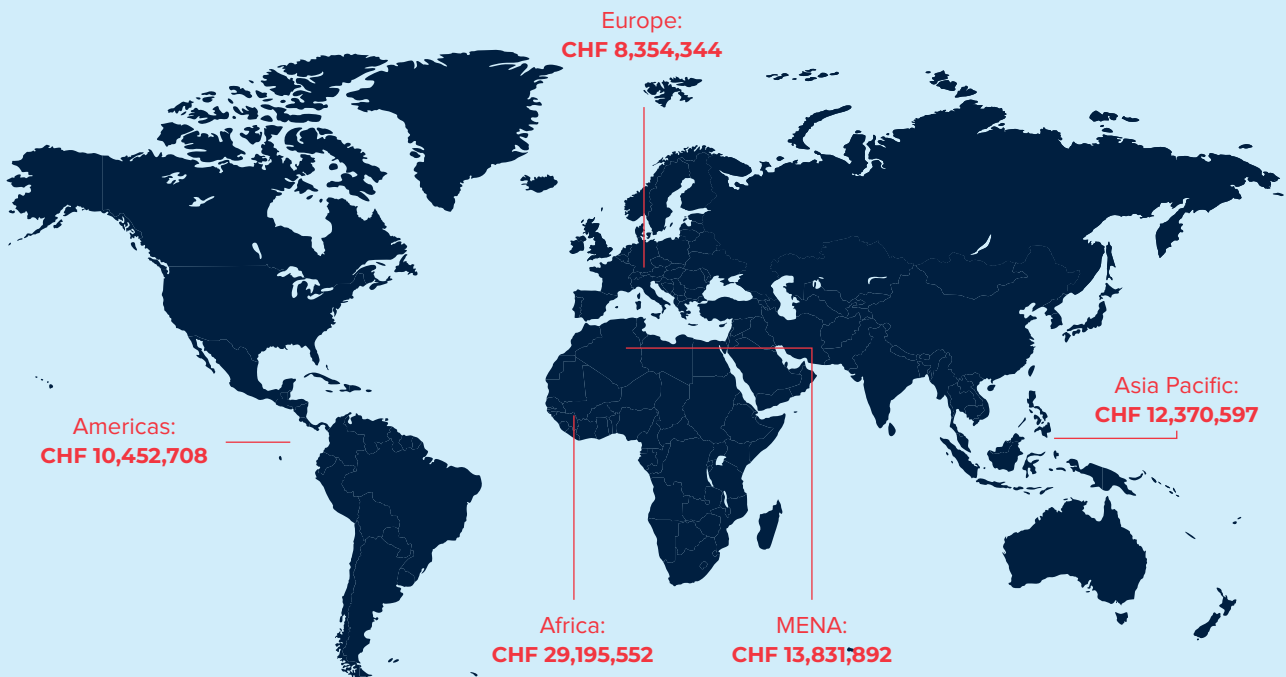


Response Pillar:

CHF 65,062,752

(88%)

Allocations by Region:



Key Figures:



160

Operations supported



90

NSs accessing the IFRC-DREF



167

Grants



44

Loans



14,6

million people targeted



of funds directly implemented by local actors (National Societies)

Operational Highlights:

CHF 4,000,000

A total of CHF 4,000,000 loaned as kick-start funds for the Turkish and Syrian Emergency Appeals in response of the 6.4 earthquakes in February.



CHF 5,065,832

A total of CHF 5,065,832 loaned as kick-start funds for the Sudan Crisis Regional Population Movement and for the Sudan Complex Emergency Emergency Appeals.



CHF 3,968,607

allocated to support the alarming outbreak of Cholera and Diphtheria in Africa.



New ceilings, new modalities, new timeframes: trends from the IFRC-DREF Evolution.

In 2023, the IFRC-DREF piloted a series of changes launched in September 2022, with the IFRC-DREF Evolution. This impacted the way National Societies plan, request, and implement the IFRC-DREF-funded operations.

Some of the trends noted with the IFRC-DREF Evolution between 2022-2023:

New ceilings and parameters and the increase on the average loan allocation:

■ **CHF 2,000,000**

■ **CHF 1,000,000**

Since September 2022, the IFRC-DREF has implemented new ceilings for loans and multi-country emergency appeals. National Societies can request up to CHF 2,000,000 for emergencies categorized as red, and up to CHF 1,000,000 for emergencies categorized as orange.



Multi country emergency appeals

Another key influencing factor can be seen in the new parameters for multi-country Emergency Appeals – up to CHF 2 million for each country, according to their needs. For instance, the Emergency Appeal MDRS1001 for the Response to Sudan Population movement received over CHF 3 million distributed among 5 impacted countries – in 2022, the allocation would be limited to CHF 1 million to be divided among all the countries in the appeal.



Increased start up loan to emergency appeals

With these new parameters, the average loan allocation has increased by 75% in 2023, compared to the previous year – it stands now at around CHF 622,218, against CHF 354,808 in 2022.



IFRC-DREF for Assessment:



4 National Societies in 3 regions

In 2023 the IFRC-DREF piloted the new modality “IFRC-DREF for Assessment”, launched with the IFRC-DREF Evolution. Since January 2023, this leaner modality was implemented by 4 National Societies in 3 regions (Madagascar, Uruguay, Ecuador, and Lao). The small grants allow users to move teams to the ground to conduct detailed assessments in order to evaluate the needs and build a better plan of action.

All these four allocations were followed by assessment reports and operational updates requesting additional funds to implement a plan of action based on the needs identified on the ground.

New operational timeframes and ceilings for orange scale emergencies:



CHF 1,000,000 new ceiling for Orange crisis

As humanitarian emergencies are getting more complex due to the socio-political impacts of COVID-19, in September 2022 the IFRC-DREF implemented new operational timeframes for IFRC-DREF-funded response operations. Emergencies categorized as orange can now last up to 9 months, with grants of up to CHF 1,000,000 – in comparison, these ceilings were at 6 months and CHF 750,000 until 2022.



New Operational Timeframe

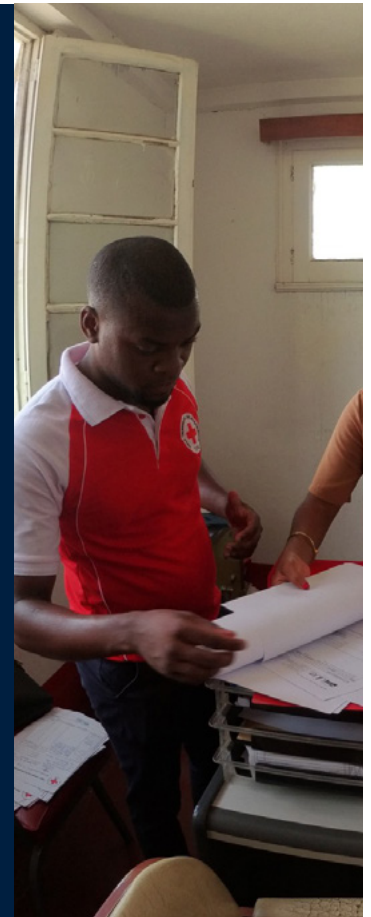
Since January 2023, 8 operations have implemented or are implementing these new operational timeframes in response to complex and protracted crises such as droughts, epidemics, population movements, among others. In addition to this, 8 National Societies have received grants surpassing the old threshold of CHF 750,000.

Simplified Early Action Protocols

5 National Societies with new sEAPs

Under the Anticipatory Pillar, the new modality Simplified Early Action Protocol (sEAP), launched in 2022, was further disseminated among National Societies in 2023. This tool brings a new and lighter approach to Anticipatory Action and allows National Societies to implement a plan with a 2-year life-span.

During 2023, more National Societies have had sEAPs developed and approved. So far, 5 National Societies have sEAPs in place, with another 11 sEAPs currently being validated by the validation committee.



A photograph of two individuals, likely IFRC-DREF staff, wading through floodwaters. They are wearing safety gear, including helmets and high-visibility vests. The person on the left is wearing a white helmet with a red cross and the text 'Cruz Roja Guatemala'. The person on the right is wearing a dark helmet. Both are holding mobile phones. The background shows a flooded street with buildings and a sign that reads 'VEREDAS FUENTES BARRIO'. The image has a blue tint.

Our Vision for the IFRC-DREF

IFRC-DREF is the simplest, fastest, most transparent, and localized way for National Red Cross and Red Crescent Societies (National Societies) to access reliable international emergency funding for community action in all kinds of disasters, when needs exceed the resources available at the national level. In addition, IFRC-DREF now supports anticipatory action and disaster response, making it an even more valuable resource for National Societies. With IFRC-DREF-Funded operations being implemented directly by the Red Cross and Red Crescent National Societies, IFRC-DREF is a model for localization: while the average of international humanitarian funding directly channeled to local actors every year lies around 1.2% globally, 82% of IFRC-DREF’s allocation is directly transferred to and implemented by the National Societies across 2022 and 2023.

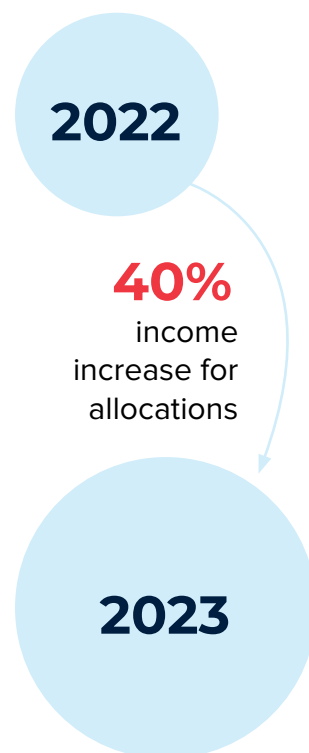
Through the Fund, IFRC provides National Societies with:

1. Direct funding to finance local responses to small-to-medium scale disasters when no Emergency Appeal will be launched or when other sources of funding are not forthcoming
2. Start-up funding for wider responses where IFRC and National Societies work together to respond to complex, medium and large-scale emergencies, which is later reimbursed by donor contributions via Emergency Appeals.
3. Direct funding to finance early actions in advance of predicted hazards, based on an Early Action Protocol or an imminent crisis emergency plan of action designed to save lives before a disaster happens.

The five-year IFRC-DREF strategic ambition (2021 – 2025) builds on the followed-up action plan of the 2020 audit report and the continued dialogue with IFRC delegations and National Societies. This annual plan is the operationalization of the strategic ambition and outlines key milestones for 2024, linked to the strategy and the outcomes of the November 2022 and 2023 pledging conferences. Progress against this annual plan will be reported through standard IFRC annual reports.

In 2023 we allocated CHF 74,205,093 to National Societies to respond to hazards and disasters. This is an unprecedented level of allocations that was possible thanks to an increased level of funding in 2023 reaching more than CHF 70 million. This represents an increase of over 40% in income as compared to the previous year’s results. In addition, thanks to the insurance structure in place for 2023, up to additional CHF 15 million can be tapped in by IFRC-DREF subject to meeting the trigger for insurance payout.

The IFRC aims to fundraise CHF 85 million in 2024, out of which CHF 5 million would be for IFRC-DREF Insurance mechanism, to ensure that there is enough funding as direct as possible to respond to hazards and disasters around the world.





STRATEGIC OBJECTIVE 1:

Enabling Local action – enough funding as direct as possible.

IFRC-DREF continues to act as a funding mechanism for National Societies to enhance early action and response to hazards and disasters that surpass their financial capacities. IFRC-DREF supports the localization agenda, as resources are channeled directly from donors to communities in need. While the average of international humanitarian funds directly channeled to local actors every year lies around 1.2%, globally, 82% of IFRC-DREF's allocation is directly transferred to the National Societies.

The focus on localization is apparent in both disaster response (77.5%) and anticipatory action (86.5%) across 2022 and 2023, demonstrating a dedication to empowering National Actors and enhancing the effectiveness of humanitarian assistance at local level.

The IFRC commits to promoting local action through stronger communication and fundraising strategies to enhance its donor base and increase commitments to the Fund. This work was further enhanced in 2023 with the hiring of an IFRC-DREF Communications Officer and an IFRC-DREF Senior Resources Mobilization officer. Both positions are focused on increasing the visibility of the fund, exploring new modalities for funding, and engaging new partners.

Based on the revised management structure (which includes the IFRC-DREF Advisory Group, IFRC-DREF Council, and IFRC-DREF Steering Group) the IFRC-DREF Council was expanded in 2023. The Council is currently composed of 11 members, since Australian and Belgian Governments joined the group in 2023. The full list of the IFRC-DREF Council members can be viewed [here](#). With additional contributions from new donors at the end of 2023, the Council will grow further in 2024.

Through the IFRC-DREF Advisory Group, more roles and responsibilities are planned for partners to be engaged in the specific thematic areas of the IFRC-DREF, including more involvement in strategic research, analysis, development of new concepts and operational

modalities, reviews and building further partnerships. The support of IFRC-DREF-AG partners in supporting operational reviews in 2023 was key for the accomplishment of these activities, and this engagement is expected to be enhanced in 2023. Enhanced engagement with the private sector was accomplished in 2023, with the launch of the IFRC-DREF Insurance.

In 2023 IFRC-DREF made significant strides in enhancing its communication and visibility efforts by revamping its content across various platforms. One of the notable developments was the launch of the IFRC-DREF Monthly Newsletter, which introduced a subscription service. Subscribers have the flexibility to tailor their content preferences, choosing between receiving the monthly newsletter, notifications for every allocation made, or both options. The newsletter has garnered more than 200 subscribers.

After each allocation announcement via email, IFRC-DREF ensures that the wider audience on platform X is informed about the allocation, ensuring that important information reaches those who may not be subscribed. Recognizing the growing demand for field stories, IFRC-DREF has adapted by presenting such content in audio format.

The launch of the IFRC-DREF Insurance brought a successful public relations campaign that reached over 150 news outlets, including prominent names like Reuters, Devex, and Yahoo Finance.

Moreover, in 2023, the IFRC-DREF made significant improvements in its communication efforts surrounding the Pledging Conference. This included the creation of six animated videos featuring IFRC-DREF stories, conducting interviews with donors, and producing postcards with key messages.

Overall, 2023 has seen the IFRC-DREF make significant strides in communication and visibility, expanding its reach, and effectively sharing its mission and accomplishments with a broader audience.

Milestones:

- Launch the new IFRC-DREF Advance Payment Request modality.
- Actualize the new IFRC-DREF management structure according to the new partnerships developed.
- Establish an IFRC-DREF Contributions Dashboard to follow historical and current donor contributions.
- Further develop existing partnerships with donors to increase donations and to ensure multi-year, predictable support to the IFRC-DREF
- Jointly with British Red Cross, conduct a Review on the IFRC-DREF's contribution to the global localisation agenda and its positioning compared to other pooled funds
- Support Global and Regional partnership teams to develop concept notes and proposals for funding IFRC-DREF
- Ensure sufficient funding for IFRC-DREF Insurance mechanisms that will lead towards additional CHF 15 – 20 million subject to meeting the trigger for insurance payout.
- Based on lessons learned from previous years, organize the 2024 Pledging Conference, to provide a platform for partners to announce new and continued commitments to the IFRC-DREF.
- Advance the IFRC-DREF Monthly Newsletter by adapting and expanding its reach with strategic partners. The goal is to reach 500 subscribers by the end of 2024, and to conduct the survey in April.
- Support global and regional communications team to develop case studies and stories that highlight the IFRC-DREF actions. The objective is to feature one story every month in the form of an article, video, or audio format.
- Achieve one collaboration with a global organization working on the same issue as IFRC-DREF to expand visibility beyond IFRC's audience. Participate in three global campaigns dedicated to international days.
- Update the IFRC-DREF website with the latest information. Feature IFRC-DREF in the media before the pledging conference, utilizing the mid-year report as promotional material.
- Explore the connections with key communication actors such as the IFRC Climate Centre and the Anticipation Hub, to increase the reach and quality of pieces on the IFRC-DREF Operations.
- New funding options (including new donors and scaling up contributions from existing donors) have been identified for the Anticipatory Pillar, in collaboration with the SPRM team.





STRATEGIC OBJECTIVE 2:
Saving more lives by anticipating crisis
and acting earlier.

A series of reviews, started in 2023, that will continue into 2024 with focus on the efficiency and effectiveness of EAP (Early Action Protocols) activations and imminent IFRC-DREF operations implemented between 2020 and 2024. The reviews will assess the accuracy of the plan and the trigger (for EAPs only) and identify areas which will improve the Anticipatory Pillar tools. This work will be achieved in close collaboration with American Red Cross and Belgium Red Cross.

Additionally, work will continue to promote the concept of Anticipatory Action within the RCRC (Red Cross Red Crescent) Network, in support of the Council of Delegates Resolution: Scaling Up Anticipatory Humanitarian Action and the IFRC's [Operational Framework](#), which aims to seeing 80 National Societies engaged in Anticipatory Action by 2025. IFRC-DREF plays a key role in providing pre-agreed funding to National Societies for early action in advance of a hazard, however the Anticipatory Pillar also facilitates access to the imminent IFRC-DREF for National Societies' that do not have pre-agreed protocols in place but want to act early.

With the contribution of several partners including the Italian and Belgium Red Cross, and in close collaboration with the Africa regional office, support will be provided to African National Societies to develop new EAPs, simplified EAPs on various hazards and will be supported to access imminent IFRC-DREF when needed, where the revised imminent IFRC-DREF guidelines 2023 will be rolled out in those countries. As a result of this input, targeted African National Societies will strengthen their capacities to implement anticipatory action and to manage and monitor approved EAPs.

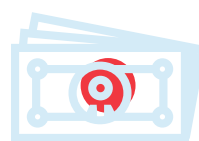
Following the approval of revised IFRC-DREF Procedures reflecting 'One Fund, Two Pillars,' new IFRC-DREF Guidelines will be drafted, presenting the synergies between the two pillars more consistently. The Guidelines will also present the current logic between the EAP, the sEAP and well as the revised Guidelines related to the IFRC-DREF for an imminent event, building on the work done in 2023.

Once drafted, the revised IFRC-DREF Guidelines will be rolled out globally with tailored support to IFRC regional offices and delegations who guide National Societies in navigating the IFRC-DREF tools. The revised Guidelines will be promoted via webinars and will also be supplemented by updated IEC (Information, Education, Communication) material (brochures, PPTs, interactive guidance package etc.) and new products will be developed where necessary. In 2024, work will be done to streamline the revalidation process between activation and revalidation, of EAPs or sEAPs, ensuring that the number of missed activations are reduced, and more at-risk communities are consistently covered by anticipatory action, in advance of a hazard.

Based on the IFRC-DREF's Strategic Ambition to allocate 25% of the total IFRC-DREF budget for anticipatory action by 2025, the aim for 2024 is to increase up to 20% of the total IFRC-DREF budget for anticipatory action (including EAPs, sEAPs and imminent IFRC-DREF). This goal will be achieved in collaboration with the SPRM (Strategic Partnerships and Resource Mobilization) team.

During 2023, work was paused on hosting the applications for the s/EAPs on the GO Platform to focus on the online application process for the Response Pillar. In 2024, this work will resume in earnest and will be delivered in collaboration with the IM (Information Management) team.

In collaboration with the IFRC's Validation Committee, the Anticipatory Pillar team will progress the feasibility of addressing non-weather-related hazards and identify the changes required to the quality criteria to assess the feasibility of s/EAPs to act in advance of these events.



20%
**increase in IFRC-DREF
Budget for anticipatory
action in 2024**

Milestones:

- Concrete recommendations emerging from the reviews of EAP/sEAP/imminent IFRC-DREF will be adopted within the Anticipatory Pillar, making the Procedures and Guidelines more responsive to the needs of National Societies.
- Considerable progress will be made in scaling up Anticipatory Action via EAPs, sEAP and imminent IFRC-DREF in line with targets outlined in the IFRC's Operational Framework for AA.
- Capacities on AA will be developed globally, with a particular focus on African staff (NSs, PNSs, IFRC) with support from the Italian Government and Italian Red Cross as well as a new contribution from the Belgium Red Cross.
- The s/EAP criteria are adjusted to cover Anticipatory Action for relevant non-weather-related hazards.





STRATEGIC OBJECTIVE 3:

Increasing the value of IFRC-DREF in slow onset, protracted and complex events

Following the increasing trend of requests for allocations from National Societies to respond to civil unrest, population movement, and food insecurity – crises which are slowly deteriorating, or becoming protracted crises - IFRC-DREF needs to adapt its use in such situations and how to allocate support from each of the pillars.

Although launched in September 2022, the new IFRC-DREF funding modality which addresses slow onset situations (Slow Onset Modality) has not been fully implemented. As revealed by the Africa Hunger Crisis DREF Operational Review conducted from March to June 2023, there is an urgent need, in 2024, to clarify guidance on how to use this modality – what triggers can be considered, what type of analysis and what level of planning and engagement into recovery. Recommendations have been developed on how to use this modality in terms of eligibility criteria, allowing external support, and surge deployments, but these will be reviewed through a guidance document in 2024, to be more fit for purpose for such operations, elaborating more on triggers for launching such operations.

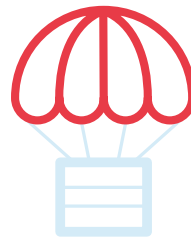
To note, IFRC-DREF Team acknowledges that there are various types of slow onset hazards which could benefit from this but for the time being, the “Slow Onset Modality” is exclusive to drought and food insecurity crises, with understanding that the other IFRC-DREF modalities are open to support other slow onset crises.

The next step under this strategic objective is to develop a dissemination plan for the “Slow Onset Modality” to ensure that National Societies are aware of this new and flexible way of utilizing IFRC-DREF funds, and to ensure easy understanding of expectations and limitations when requesting for funds under this modality.

While slow onset events are an increasing case load for IFRC-DREF, so are protracted and complex crises. In 2023, a total of CHF 5 million was allocated as kick-start funds to the two Emergency Appeals, launched in response to the complex emergency in Sudan. In September 2023, the escalation of hostilities between Azerbaijan and Armenia led to population

movements, and thus an allocation of CHF 1 million as kick-start funds for the respective Emergency Appeal. This is in addition to a new IFRC-DREF loan of CHF 60,229 was provided to Panama following renewed population movement in Central America in September 2023, and an additional IFRC-DREF grant of CHF 180,862 allocated to Ethiopia Red Cross for the Tigray Crisis which started in 2020. Overall, allocations to population movement crises in 2023 reached an unprecedented CHF 6 million. These conflicts will undoubtedly lead to protracted crisis for which it is highly likely National Societies will require support.

With regards to above, the IFRC-DREF Team will work to develop and disseminate clear guidance on how much and when IFRC-DREF funds can be used in protracted crises situations with specific focus on civil unrest and population movement. At the same time, the IFRC-DREF Team will also be looking at what support IFRC-DREF can provide in cases when a country already affected by a protracted crisis is impacted by new disasters. The level of analysis required to trigger such support needs to be clarified and disseminated, especially in situations which required multiple allocations for same crisis at different times.



Overall, allocations to population movement crises in 2023 reached an unprecedented CHF 6 million.



Milestones:

Slow onset crises

- Develop clear guidance for using IFRC-DREF grants and loans in slow onset emergencies in consultation with the regions.
- Identify thresholds and commonly used triggers for launching responses to slow onset operations.
- Develop and roll out a dissemination plan for the Slow Onset DREF Modality, specifically focusing on drought and food insecurity crises.
- Pilot and monitor the achievements of the Slow Onset DREF Modality launched with the IFRC-DREF Evolution.

Protracted and complex crises

- Clarification on what is eligible within the IFRC-DREF, and its respective modalities or pillars.
- Conduct a desk analysis of the different examples and outcomes where IFRC-DREF was requested and supported such situations to extract and use the learnings
- Implement the relevant action point based on the decision, communicate relevant funding modality to the Regions and partners
- Develop clear guidance for using IFRC-DREF funds in protracted crises in consultation with the regions.





ENABLER 1:
A lean, efficient fund



Much work was completed in 2023 for developing and strengthening the accountability, compliance, and risk management processes of the Fund. IFRC-DREF now has several tools and processes at its disposal to ensure that issues and risks are documented, monitored and communicated systematically to enable risk-informed decision making related to IFRC-DREF allocations and to foster compliance with IFRC-DREF rules and procedures. This is key to guaranteeing the steady growth of the Fund and maintaining the trust of its partners and donors.

For 2024, emphasis will continue to be placed on the further refinement of the established tools and processes.

With the continued growth and evolution of IFRC-DREF and its funding modalities, there is a need to ensure that the Key Performance Indicators for both the Anticipatory and the Response Pillars remain relevant and are reflective of the changing modalities. With the scale-up of Anticipatory Action, there is a need to revise the KPIs related specifically to the Anticipatory Pillar, to enable effective performance monitoring.

While it continues to be necessary to systematically track and register issues and risks at the global level related to compliance and accountability, there is a need to enhance regional involvement in the processes of tracking and utilization of gathered data, for example, through more active provision of key information and details related to identified issues and risks.

With the development of IFRC-DREF Risk Appetite Statement during 2023, it is important to ensure the validation of this strategic document and its dissemination to the relevant stakeholders.

Collaboration with the IFRC Office of Internal Audit and Investigations (OIAI) and Risk Management teams will continue to be maintained in 2024 to contribute to an increased level of risk awareness and preparedness.

Knowledge Management for decision making

In 2023, the IFRC-DREF team increased its efforts in knowledge management and systematic learning of the Fund's performance and its operations. With support from the British Red Cross, the team developed two dashboards:

- A public dashboard on IFRC-DREF-funded operations, available on the IFRC-DREF website;
- An internal dashboard on Performance Indicators, for team coordination and strategic inputs for IFRC Senior Management.

These tools promote transparency and visibility of the work of the IFRC-DREF and allow systematic monitoring of its performance. In addition to that, a third internal dashboard classifying donor feedback was set up to support reviews of applications at both regional and global levels.

While they have been fully developed in 2023, the goal for 2024 is to continue updating these tools and to promote their use among IFRC Staff, IFRC-DREF Coordination and Senior Management.

Milestones:

- KPIs regularly updated and displayed on KPIs dashboard
- Integration of AA pillar into risk management processes and revision of KPIs related to the AA pillar
- Compliance and accountability issues systematically collected and updated in Issue and Risk Register, with enhanced regional involvement in compliance issue tracking and utilization of data
- Continuation of utilization of compliance and risk data to inform decision making
- Endorsement and dissemination of the IFRC-DREF Risk Appetite Statement)
- Maintenance of collaboration with finance, audit, and risk management unit, enabling increased level of risk awareness and preparedness





ENABLER 2:

Increased support to strengthening National Societies

Capacity strengthening for IFRC staff and National Societies is instrumental in advancing IFRC-DREF and its new modalities. Capacity strengthening efforts will be expanded in 2024, as the IFRC-DREF Procedures are revised, and Guidelines are drafted and rolled out. Along with the Guidelines, a package of supporting resources will be developed to communicate the principle of “One Fund, Two Pillars” and clarify the revisions to the IFRC-DREF Procedures and new and modified IFRC-DREF modalities. Significant investment will be made in terms of outreach to National Societies, IFRC delegations, regional offices and partners, to ensure that the changes are clear and well understood.

Continuing with the dissemination of the changes made during the IFRC-DREF Evolution in 2022, and further development of modalities such as the Slow Onset IFRC-DREF modality and revised guidance on the Imminent Event. The IFRC-DREF Team will also focus on providing guidance to make the tools clearer and more transparent for National Societies and the delegations and partners that support them. Dissemination will be done regularly to ensure that the changes are well understood.

An important milestone for 2024 is the launch of IFRC-DREF Community of Practice. The Community of Practice will hold a range of capacity strengthening initiatives and will promote a continuous culture of learning. An IFRC-DREF mentors training is planned to provide a network of facilitators who can support or lead IFRC-DREF trainings for National Societies. Under the Anticipatory Pillar, the Community of Practice will promote competencies on AA, particularly as work

transitions into new areas such as non-weather related hazards including population movement and epidemics.

The IFRC-DREF training package will be revised based on the new procedures and guidelines aligned to the IFRC-DREF evolution. The package will have a better emphasis on Anticipatory Action, as more National Societies become aware of the modality, while others mature in their access to the Anticipatory Pillar via EAPs, simplified EAPs and the imminent IFRC-DREF.

Operational Learnings is another cornerstone to promote quality and sustainability for the Fund. While lessons learned workshops will continue to be an essential component of IFRC-DREF-funded operations in 2024, the new lessons learned methodology will be rolled out, standardizing the output from these post activation workshops. Simulation exercises on anticipatory action will also be supported under the Anticipatory Pillar, ensuring that National Societies are prepared for a smooth activation.

Integrated in these efforts, feedback from IFRC-DREF users and IFRC Delegations will also be gathered via the written two-way communication process and will be augmented by the Red Cross Red Crescent Day at The Global Dialogue Platform, hosted by the Anticipation Hub, the IFRC and the German Red Cross, along with Regional Platform in Asia Pacific, Americas, and Africa. These occasions provide an important opportunity for the IFRC-DREF team to interact directly with IFRC-DREF users to gather face to face feedback and take the temperature of the anticipatory community ensuring that we remain relevant.



Milestones:

- Revised IFRC-DREF guidelines reflecting the 'One Fund, Two Pillars' of the IFRC-DREF, produced, and rolled out in IFRC regions and delegations, including the revised guidelines for using imminent IFRC-DREF.
- Hold regular dissemination sessions, including webinars, brown bag sessions as well as targeted outreach across the regions and in the 4 IFRC languages, following the launch of the new IFRC-DREF procedures and guidelines, for National Societies and the delegations, including technical sectors, and partners that support them to ensure that the changes in IFRC-DREF modalities and mechanisms are consolidated and clearly communicated and understood.
- Engage more broadly for the inclusion of updated DREF mechanism and the two pillars in relevant trainings and learnings processes, such as the Surge learning paths.
- Launch IFRC-DREF Community of Practice, including trainings such as an IFRC-DREF mentors training, peer to peer support, participation in reviews, lessons learned etc. The Community of Practice will draw on candidates from National Societies, partners and the IFRC delegations that support them.
- IFRC-DREF training package revised including face to face IFRC-DREF training package as well online training resources updated against the approved Procedures and revised guidelines.
- Support the RCRC Days at the Global and Regional Dialogue Platforms and use this as another modality of promoting the new IFRC-DREF procedures and guidelines, as well promote RCRC best practice in AA.





ENABLER 3:
National Society ownership and trust

IFRC-DREF Feedback Process:

In 2023, the IFRC-DREF team started the design and planning of its two-way feedback process, an activity set under its 2021-2025 Strategic Ambition as essential to ensure that its growth is paired with quality improvement. The evolving context of IFRC-DREF makes it urgent for the team at both global and regional levels to understand how users and stakeholders perceive, relate with, and are impacted by the Fund. This tool will be finalized, piloted and implemented in 2024.

Since May 2023, the team has been designing the process through several rounds of internal consultation and engagement with the IFRC

Community Engagement and Accountability Team. Between May and July, the IFRC-DREF team accomplished a stakeholder mapping for the process, with prioritization of the actors to be consulted in this process. Ever since, the team has worked on a questionnaire for National Societies and IFRC Staff with questions on the footprint of the IFRC-DREF and the IFRC-DREF Tool, and an online feedback box for qualitative feedback collection throughout the process. During the feedback collection, these questionnaires will retrieve quantitative data from stakeholders, while in-depth qualitative information will be collected through focus groups and interviews.

The following steps for the IFRC-DREF Feedback process in 2024 are:

01. Finalizing and Pilot phase:

By the first quarter of 2024, the team will facilitate a “Sprint” session to finalize the design of the tool and surveys. This will be followed by a pilot phase of the questionnaire to test the tool, review and adjust it as needed and translate the material.

02. Dissemination:

By the end of Q1 2024 and early Q2 2024, the team will start the dissemination of the feedback process at Global, Regional and Delegation levels. This will be done through e-mail communications and brown-bag sessions to raise awareness on the relevance of the process and engage respondents. The feedback collection will be done throughout the questionnaires, both quantitative inputs from the survey for, and qualitative inputs from the feedback box, the team will also conduct focus groups and interviews for qualitative inputs. The feedback collection process will be paired with monthly updates on the findings for the regions and delegations, to ensure continuous engagement, support and transparency.

03. Analysis of the findings and strategic planning:

By the end of 2024 and early 2025, the collection period will be finalized and followed by the analysis of the feedback and development of a final report pointing the findings and guiding management on areas for improvement. These findings can guide the IFRC-DREF in its 2025-2030 Strategic Ambition.



IFRC-DREF Operational Reviews:

The Fund strives to balance access of funding for National Societies, while upholding humanitarian standards, along with maintaining accountability for the Fund. To achieve this, in 2023 the IFRC-DREF launched its new [Operational Reviews Framework](#) and will continue to support National Societies to better understand and access the IFRC-DREF funds under the capacity strengthening file.

Informed by the experiences from operational reviews conducted during 2023, the IFRC-DREF Team is developing its annual plan for

operational reviews for 2024, with a focus to ensuring the setting of a realistic number of planned reviews and prioritized topics, which are also of interest to its Partner National Societies. Some of the reviews started in 2023, will be continued and completed in 2024. Moreover, leaning on the learnings and experiences gathered from operational reviews conducted in 2023, the IFRC-DREF Operational Reviews Framework will be updated as necessary to ensure alignment with IFRC Evaluation Framework and other monitoring developments within the organization.



Milestones:

- Finalizing the design phase of the IFRC-DREF Feedback Process Tool, outline the main surveys and feedback box, outline a dissemination strategy for the process.
- Conduct a targeted pilot phase of the questionnaire, review and adjust the process and translate surveys as needed.
- Dissemination of the survey and collection of quantitative feedback on the IFRC-DREF Footprint and Tool from IFRC Staff and National Societies.
- Collection of qualitative feedback through interviews and focus groups with priority actors.
- Analysis of the results and summary of the results in a report and plan of action.
- Develop and disseminate to partners by early Q1 or the year, the 2024 annual plan for IFRC-DREF operational reviews
- Define priorities and criteria for the IFRC-DREF operational reviews to be conducted in 2024.
- Develop ToRs and budgets for the IFRC-DREF operational reviews to be conducted and mobilize with support of the IFRC-DREF Advisory Group, both the human and financial resources to conduct these reviews.
- Update the IFRC-DREF Operational Reviews Framework in line with the recently updated IFRC Evaluation Framework.



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