

Mid-Year report



International Federation
of Red Cross and Red Crescent Societies

Disaster services

Appeal No. MAA00040

10 August 2010

This report covers the period 1 January to 30 June 2010



The Haitian National Red Cross Society staff and volunteers provided vital support to assist the injured following the January 2010 earthquake.
T. Frenkel/American Red Cross

In brief

Programme outcome: To enable National Societies, supported by the secretariat, build disaster resilience and the safety of communities, and deliver appropriate and timely response to disasters and crises.

Programme(s) summary: The first six months of 2010 were characterized by two major earthquake events in Haiti and Chile that required a massive response effort, leveraging the full range of the Movement's disaster response resources, as well as its global coordination and technical assistance capacities. The response operations both demonstrated IFRC's capacity to scale up quickly through the deployment of a focused and flexible global surge capacity. A record number of ERUs were deployed to Haiti (21), as well as various FACT and recovery assessment and coordination missions. In addition, nine other major emergency operations were launched in the same period – five in Africa for floods (Kenya and Tanzania); food insecurity (Chad, Ethiopia and Niger); three in Asia Pacific for severe winter (Mongolia); support for IDPs (Sri Lanka); diarrhoea outbreak (Nepal); and one in Europe/Central Asia for population displacement (Uzbekistan).

The increasing number of small- and medium-scale disasters (predominantly hydro-meteorological) resulted in a record number of Disaster Relief Emergency Fund (DREF) applications in the first six months of 2010. The quality of these applications was assured by the Disaster Services department, and support was given to the establishment of the DREF Advisory Group and the development of tighter DREF eligibility criteria.

Progress was made towards strengthening quality assurance support to operations through the further institutionalization of "real time evaluations (RTE)" and work on developing disaster management performance benchmarks and standard operating procedures (SOP). A working group

to review emergency appeals and plans of action templates and approaches was established and concept papers developed.

The development of disaster management guidelines and training was delayed due to the slow recruitment of the senior officer preparedness and the senior officer recovery positions. However, these positions were filled in May 2010 and work commenced on a number of important tools and guidance materials to be finalized before the end of 2010. Substantial progress was made on the development of the relief business systems, with consultants engaged to develop software for piloting towards the end of 2010. Collaborative work on the development on new training modules for post-disaster needs assessment progressed for roll-out in the third quarter of 2010.

Improved information management approaches and tools for operational effectiveness and decision making were developed on the back of the Haiti operation, and will be further strengthened throughout the course of 2010. A process to review disaster management information management processes and systems was commenced and will continue with the support of consultants in the second half of 2010.

Key partnerships were maintained and new partnerships established in the reporting period – notably a major new project was developed to scale up the use of cash and vouchers in emergencies – drawing upon the expertise of the Cash and Learning Partnership (CaLP). Support was provided to the Spanish Red Cross for the establishment of a new Federation Resource Centre on Livelihoods and Economic Security. A working group was established between the secretariat and the International Committee of the Red Cross (ICRC) to pursue the development of a Movement position in relation to civil protection. Important existing relationships with the Steering Committee for Humanitarian Response (SCHR) and the Sphere Project were also supported.

Financial situation: The total 2010 budget is CHF 4,654,392 (USD 4,462,160 or EUR 3,366,310), of which CHF 1,815,770 (39 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 621,155 (13 per cent) of the budget. The lower than anticipated expenditure is the result of a number of challenges: the need to focus efforts on the Haiti earthquake response; as well as the continuation of the secretariat's decentralization (realignment process). This decentralization involved further clarification of the secretariat's structures and staffing, including the recruitment of key disaster management positions. It is expected that with the recruitment of key staff and the consolidation of the Haiti support at the zone level, progress will be made on programme support and expenditure in the second half of the year.

[Click here to go directly to the attached financial report.](#)

See also: This appeal is implemented within the overall framework of the [Disaster management and risk reduction](#) appeal (MAA00029), and complements the following: [Community preparedness and risk reduction](#) (MAA00021); [Shelter and settlement](#) (MAA00019); [Logistics](#) (MAA000); and the [Disaster Relief Emergency Fund, or DREF](#) (MAA00010)

No. of people we have reached: Some 6.3 million¹ people benefited directly from secretariat-supported interventions during the reporting period (see graph on page 5). It is anticipated that a similar number will benefit from activities over the remainder of the year (depending on actual disaster events).

Our partners: Close cooperation continues to be maintained with ICRC and various Partner National Societies. This occurs more intensively during disasters. External partnerships include the UN Office for the Coordination of Humanitarian Affairs (UNOCHA) and the Inter-Agency Standing Committee (IASC) and its member organizations, including non-governmental organizations (NGO) and NGO consortia.

¹ This figure was 39 million at the same six-month point in 2009. The discrepancy is explained by the fact that the IFRC was implementing three significant polio eradication campaigns in 2009 to some 25 million people.

Context and progress towards outcomes

The IFRC's disaster response (services and support) in the first six months of 2010 was heavily geared to two major operations - the Haiti and Chile earthquakes. Both earthquake response operations required a massive response effort, leveraging the full range of the Movement's available disaster response resources.

In terms of challenges and constraints, progress in achieving outcomes against the key components of the Disaster Services appeal was impacted by:

- i) The need to focus available resources in support of the Haiti earthquake response operation.
- ii) The continuation of the secretariat decentralization process, including clarifying and further adjusting IFRC's roles, responsibilities, structures, and staffing (the secretariat in Geneva and in the zones).
- iii) The delay in recruiting key disaster management programming positions

These challenges and constraints limited the time and space to advance work on improving information management; disaster management training and capacity building; the further development of procedures, tools and guidelines; and the strengthening of relief to recovery global surge capacity.

The disaster services team provided technical guidance and support over the first half of 2010 across a range of areas and functions. These areas included operation strategic oversight and coordination services (particularly for Haiti); quality assurance support to operations; the coordination of global surge capacity; globally coherent and consistent guidelines and training materials; and information management, analysis and learning.

The global disaster management (DM) coordinators meeting hosted in Geneva in May 2010 focused on clarifying roles and responsibilities for disaster services between the secretariat in Geneva and in the zones. The Disaster Services department continued to forge key internal strategic partnerships with each zone, through its disaster management coordinators. Key external partnerships were maintained with the United Nations; the IASC; the SCHR; selective INGO consortia, civil contingencies organizations; and scientific and academic organizations.

In the area of representation and advocacy, the focus of disaster services support was on the key issues of food security/livelihoods, disaster risk reduction and climate change adaptation. The Disaster Services department collaborated with the Humanitarian Diplomacy division to advocate to Movement and non-Movement partners meeting humanitarian needs for poorly funded "forgotten" disaster; and in key policy areas, including the dissemination and implementation of International Disaster Response Laws, Rules and Principles programme (IDRL) and the Principles and Rules for Disaster Assistance on civil protection and humanitarian space. The disaster services team continued to support the mainstreaming of organizational development (OD) and Principles and values (P&V) into disaster operations, and continued to work closely with the Performance and Accountability (PAD) department on efforts to provide globally coherent quality assurance services.

Emergency Appeal response operations in 2010 - focus on the Haiti and Chile earthquakes:

Haiti earthquake: Preliminary emergency appeal launched on 13 January 2010. Current (revised) appeal seeks CHF 200m to assist some 300,000 beneficiaries. (Movement resources for the Haiti earthquake response and recovery operation estimated at over CHF900 million). The devastating earthquake which struck Haiti on 12 January 2010 triggered the biggest ever relief operation in one country in the history of the IFRC. In spite of a challenging operating environment, compounded by significant underlying vulnerabilities, the joint achievements of the Red Cross Movement during the first six months have been remarkable. More than 135,000 people have been treated at Red Cross health facilities; over 150,000 people have been vaccinated against measles, diphtheria and rubella; 125,000 families in some 100 camps have received emergency shelter material; more than 233,000 tarps have been distributed by

IFRC's relief teams, nearly a third of all those distributed by shelter cluster agencies; some 955,000 non-food items such as hygiene kits, kitchen sets, jerry cans, buckets, blankets, and mosquito nets have been distributed, along with nearly 65,000 food kits; approximately 2.4 million litres of water have been trucked daily to some 94 water points in camps in Port-au-Prince, serving up to 285,000 people; some 2,321 pit latrines and 296 flood resistant tank latrines have been built in 94 sites serving nearly 238,000 people; more than 11,000 tonnes of shipments have arrived by air, sea and road; and the overall expenditure of the IFRC has reached 253.9 million Swiss francs. The IFRC continues to build on these achievements to address the many challenges still ahead. These include the progressive transfer of capacity along with the transfer of responsibility for service provision to government authorities; the implementation of temporary or transitional shelter solutions, while the longer term land tenure issues are resolved; and the engagement of sufficiently qualified human resources over a sustained period of time to ensure continuity, and to avoid gaps and delays in the transition to recovery and rehabilitation.

Chile earthquake: Emergency appeal launched on 2 March 2010 currently seeks CHF 13m (including ERU costs) to assist some 50,000 beneficiaries. Just one and half months after the earthquake in Haiti, an 8.8 magnitude earthquake rocked Chile, triggering a major operation. In the first three months, the Chilean Red Cross mobilized 415 tonnes of humanitarian aid, consisting mainly of kitchen kits, hygiene articles, buckets, and jerry cans. The target of 10,000 families to receive relief items has been reached and food parcels have been distributed to 3,000 families. A total of 1,600 families have received emergency shelter and 600 wooden transitional housing units, called *mediaguas* in Chile, have been provided in the regions of Maule and Bio-Psychosocial support teams have provided care for 1,900 people and the Spanish Red Cross basic healthcare ERU attended to 3,435 patients. Although the clusters were not convened, a shelter information management expert was made available to support the Ministry of Planning in coordinating shelter response. An innovative approach to provide shelter support through a debit card has been set up to allow 8,400 families whose houses have been destroyed or severely damaged to rebuild or repair their homes through a cash transfer system by which the recipients can purchase materials and supplies according to their needs from pre-determined businesses. The comparatively low death toll is a testament to strongly enforced building codes and significant investments in preparedness measures to mitigate the impact of disasters. Unlike in Haiti, the central government remained largely unaffected by the earthquake, which contributed to a very strong local response. The role of the Red Cross was therefore mainly complementary to that of local authorities and the handover of deployed assets has been a lot easier and faster. The initial challenges for the Red Cross Red Crescent response included continuous aftershocks, and a limited National Society volunteer base, logistics, communications, access, and security constraints. These challenges were successfully resolved, and thousands of vulnerable families were sheltered from the rain and cold during winter.

IFRC's response to other operations in the first half of 2010

| Country/event | Description |
|--|---|
| Africa | |
| Tanzania: Floods | Emergency Appeal launched on 20 January 2010 for CHF 927,512 to assist some 23,000 beneficiaries. |
| Ethiopia: Severe Food Shortage | Emergency Appeal launched on 5 February 2010 for CHF 29 million to assist some 330,621 beneficiaries. |
| Niger: Food Security | Emergency Appeal launched on 18 March 2010 for CHF 897,147 for 300,000 beneficiaries. |
| Chad: Food Crisis | Emergency Appeal launched on 26 April 2010 for CHF 241,939 to assist 45,000 beneficiaries. |
| Kenya: Floods | Emergency Appeal launched on 17 May 2010 for CHF 7.3 million to assist some 111,743 beneficiaries. |
| Asia Pacific | |
| Mongolia: Severe winter | Emergency Appeal launched on 29 March 2010 for CHF 1 million to assist some 13,600 beneficiaries. |
| Sri Lanka: Support for IDP's | Emergency Appeal launched on 12 April 2010 for CHF 3.6 million to assist some 25,000 beneficiaries. |
| Nepal: Diarrhoea outbreak | Emergency Appeal launched on 11 May 2010 for CHF 200,000 to assist some 189,000 beneficiaries. |
| Middle East and North Africa | |
| Syria: Population displacement from Iraq | Emergency Appeal launched on 1 December 2009 for CHF 3.2m to assist some 68,000 beneficiaries. |

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

Outcome

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

Achievements

- Preliminary work on the development of disaster management performance benchmarks, standards and procedures was presented at the global DM coordinators meeting at the secretariat in Geneva in March 2010 and the overall approach was endorsed. SOPs have been collated from various zone and regional offices to inform the development of global DM SOPs to be developed throughout the second half of 2010 and into 2011. Key procedures relating to the timeliness of issuing preliminary emergency appeals, and mandatory RTEs for major disasters have already been implemented.
- The development of disaster services agreements clarifying roles and responsibilities between the secretariat in Geneva and in the zones will be informed by the SOP process above. It has been decided to pursue the development of a pilot disaster services agreement between the Disaster Services department and the Africa zone DM office in the second half of 2010.
- The importance of the secretariat preparing "pre-agreements" with National Societies in disaster-prone areas received a strong endorsement through an RTE of the 2009 Padang Earthquake (Indonesia) and Typhoon Ketsana (Philippines). Whilst the Asia Pacific zone is pursuing pilot pre-agreements on their own initiative, DSD will provide technical advice and develop a common global pre-agreement template. Pre-agreements will also be given emphasis through DSD-led contingency planning support throughout the remainder of 2010 and 2011.
- Preliminary discussions were organized within DSD and other key departments around setting up an emergency preparedness task force in the secretariat. This task force will review and take stock of the emerging risk trends and preparedness level based on several early warning sources which includes the DMIS tracking and quarterly IASC early warning early action report.

- Working closely with zone-based colleagues, timely programmatic and technical advice has been systematically provided on draft emergency appeals and DREF requests (see list of appeals above and the separate DREF report). DSD also supported the establishment of the DREF Advisory Group, the commissioning of the DREF audit terms of reference, and is supporting the revision of DREF eligibility criteria and procedures.
- The Haiti earthquake operation provided an important opportunity to help develop the knowledge, skills, and human resource base of the IFRC to design, deliver, monitor and evaluate an integrated relief to recovery programme. The threat of an active hurricane season in the Caribbean has also provided a catalyst for the integration of a substantive disaster preparedness programme within the broader Haiti earthquake operation. DSD provided technical support and coordination services to the operation for key strategic and programme planning exercises including the Recovery Scoping Mission (RSM), Recovery Assessment Team (RAT) and Relief to Recovery Business Plan.
- The updated 2010 version of the mission assistant CD-ROM was issued in February 2010. In brief, the CD-ROM is modelled around the disaster management cycle, and includes established guidelines and guidance notes, advice, policies, technical advisory papers, forms and templates, as well as reference documentation which should be useful for disaster response practitioners. The user-friendly CD-ROM provides a comprehensive overview of IFRC's disaster response approach.
- The DSD programming team was completed in May 2010 with the recruitment of a senior officer preparedness and a senior officer recovery to join the senior officer for response – strengthening the capacity for timely and effective technical assistance.
- DSD also increased its capacity to provide technical advice and global guidance on the important issues of civil protection, civil military relations and restoring family links (RFL) – through the creation of a shared DM position with the Europe zone.

Programme component 2: Quality assurance support to operations.

Outcome

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

Achievements

- DSD contributed to improving global operational coherence through promoting consistent quality and accountability in large-scale operations during the first six months of 2010. Building upon the work on SOPs mentioned above, a cross divisional working group was established to develop new templates to streamline emergency appeal documentation and expand Plan of Action (PoA) documentation.
- The practice of implementing RTEs for all major disaster operations is helping to systematize an evaluation culture in disaster management, and to improve performance and accountability.
- Innovative approaches to disaster programming were further developed in the first half of 2010 in the areas of assessment methodologies, cash transfer programming in emergencies, and effective mainstreaming of OD, P&V, and cross-cutting issues. Key examples include the development of the business process project for disaster response assessment and planning. Phase 2 of the project commenced and is developing software for the relief business processes that will harmonize data collection, programme planning and monitoring to enable the tracking of relief items from warehouse to recipient
- Another key innovation has been the successful development of a proposal to scale up the use of cash- and voucher-based programming in emergency response. Building upon existing relationships with NGO partners through the CaLP, the EUR 2.3 million 14-month project will scale up training opportunities; develop new tools and materials for dissemination; and conduct action research, advocacy and networking for the mainstreaming of cash in emergencies throughout the humanitarian sector.

- The Haiti earthquake operation assessment activities mentioned above (FACT, RSM and RAT) provided an important opportunity to further mainstream OD approaches, Red Cross Red Crescent P&V, and other cross-cutting issues such as gender, into emergency response.
- DSD also provided technical assistance for the review of the Pan American Disaster Response Unit (PADRU) in the second quarter of 2010.

Programme component 3: Providing focused and flexible surge capacity.

Outcome

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

Achievements

- Global surge capacity tools proved of vital importance in response to the Haiti and Chile earthquakes. In Haiti, 21 ERUs were deployed. This was by far the largest in the history of the Movement. This included the integration of Magen David Adom and the Qatar Red Crescent Society in ERU activities. Fifteen National Societies participated in the ERU deployments. A total of 28 persons were deployed as FACT, covering the full range of sectors for relief and recovery. Seventeen National Societies from every zone office supported the FACT deployment, with the Andorran Red Cross providing support for the first time with a logistics and shelter expert. Regional Intervention Teams (RITs) from Grenada, Trinidad and Tobago, Colombia, Honduras, Mexico, Guatemala and the Dominican Republic – all responded in support of the massive operation. Significantly, Regional Disaster Response Teams (RDRT's) from both the Asia Pacific and Africa zones also made experts available. In Chile, three ERUs provided operational support in logistics and health plus additional ERU material provided (no staff) to re-enforce destroyed hospitals in the earthquake-affected area.
- The planned initiative to consolidate disaster response surge capacities into one user accessible roster/management system (supported by a web-based platform and "community of practice" forum) is underway and expected to come to fruition in the latter part of the year. This initiative will build upon the consensus reached during discussions at the global FACT/ERU/RDRT meeting (in Stockholm in May) and the team leader workshop (in Finland in June).
- A global heads of operations capacity is being established for leading large-scale operations, with discussions underway with specific members to identify pragmatic field-based approaches.
- The FACT, RDRT, and ERU stakeholder analysis is planned for the late 2010/early 2011. This will consider issues of supply and demand, and propose new working modalities that will more effectively support decentralized operational decision making.
- Global surge capacity will also be enhanced through the formalization of a disaster recovery planning and assessment tool. This effort will build upon the lessons learnt from the Haiti earthquake operation's use of a Recovery Scoping Mission (RSM), RAT and Relief to Recovery Business Plan. This will be harmonized with the proposed early recovery surge team training planned for the last quarter of 2010.

Programme component 4: Coherent disaster management guidelines and training.

Outcome

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

Achievements

- Work on producing global standard operational procedures and systems to support disaster operations is underway, and will be a priority area of focus in the latter half of 2010. This will

inform related quality and accountability priorities including improved assessment and analysis guidance and training, revised appeal and budget formats, comprehensive quality plans of action, contingency planning, and recovery frameworks.

- The process of consolidating DM trainings is underway, including the harmonization of DM training curricula, tools, and guidance for greater consistency and efficiency. More specifically, working in collaboration with IFRC's Learning and Development Unit, progress is being made to update and revise the DM induction material (initially piloted in 2009 in Geneva and in Iceland).
- Work on an expanded disaster assessment training module will integrate perspectives from disaster preparedness, response and recovery; provide a thorough induction to assessment and analysis for new staff; and a harmonized module for use by FACT and global surge teams.
- DSD is also supporting the development of the Field School as an important component of global DM training and surge capacity development.
- Global contingency planning (CP) guidelines are being reviewed and updated for dissemination in 2011. A pilot training of trainers (ToT) course for the CP learning package is to be held in Kuala Lumpur in October 2010. This training will be attended by selected 20 participants from all zones who will help be responsible for disseminating it further to National Societies.

Programme component 5: Timely information analysis and learning.

Outcome

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

Achievements

- A first phase scoping study was conducted for the review of disaster management information management systems and processes in the first half of 2010. This will be followed up by a consultancy-led external review in the second half of 2010.
- A weekly operations update tracking system was further developed on the basis of three simple tables that zone offices completed to track operational status and monitor needs for early action. The tracking sheet includes all open DREF allocations and emergency appeals. The result is proving useful in keeping senior management informed of progress on major operations, and briefed on issues that may require their action.
- The plans to strengthen the Federation-wide organizational "early warning–early action" system to provide timely alerts on potential disaster situations to zones and National Societies is underway, and significant progress is expected in the latter half of 2010.
- Further work and progress has been achieved with respect to DMIS services and the web-based platform to provide or improve access to, and analysis of, evolving and potential disaster situations. An important aspect of DMIS is the Red Cross and Red Crescent emergency responses statistics that are updated and made available on a regular basis (weekly). The 2004-2010 cumulative (comparative) figures are posted on DMIS.
- DSD is engaged with the piloting of the DM community of practice (DMCOP) as a tool for capturing and disseminating lessons learned to strengthen the disaster management learning and accountability across the global DM team. The option of expanding the DMCOP to the membership of the disaster management working group (DMWG) is being considered for implementation in late 2010.

Working in partnership

IFRC's Disaster Services department continues to lead on global disaster services-related programme implementation, coordinating with and drawing upon technical resources available at the country, regional and zone office levels, and working with cross-divisional and cross departmental teams where appropriate. Key strategic partnerships continued to be maintained and expanded.

New partnerships were established in the reporting period. A new major project was developed to scale up the use of cash and vouchers in emergencies – drawing upon the expertise of the CaLP. Support was also provided to the Spanish Red Cross for the establishment of a new Federation Resource Centre on Livelihoods and Economic Security.

IFRC closely coordinated responses to major disasters with UNOCHA, and attended regular disaster response briefings with the IASC. Movement cooperation focused on ongoing coordination with the ICRC and upon new agreements with Partner National Societies for the global surge and disaster response tools. A working group was established between the secretariat and the ICRC to pursue the development of a Movement position in relation to civil protection. Important existing relationships with the SCHR and Sphere Project were also supported.

Contributing to longer-term impact

The Disaster Services team works collaboratively with the broader global disaster management team to support disaster risk reduction and longer-term development initiatives. In the first half of 2010, the Disaster Services department facilitated or was involved in a number of important initiatives to contribute to longer-term programme impact including:

- Strengthening the understanding of strategic aim 1 of S2020 through technical assistance and awareness raising on post-disaster recovery programming – and promoting the integration of food security, nutrition, and livelihoods interventions in disaster operations.
- Providing additional resources for disaster preparedness and strengthening the links between community-based and institutional approaches to preparedness. A greater longer-term investment in disaster preparedness and risk reduction has the potential to strengthen resilience to disasters, and reduce the scope and costs of response operations.
- A more systematic and transparent approach to institutional early warning and early action should also support the longer-term impact of reducing disaster risk. The Disaster Services department is continuing to collaborate with a number of scientific partners to improve the predictability of disasters and to use Red Cross Red Crescent networks to gather and disseminate timely and relevant information.
- Pursuing an integrated approach to disaster management and risk reduction by linking strategies and activities for disaster preparedness (community based and institutional) with disaster response and recovery. This is being achieved through collaborative work planning and joint initiatives such as the work on assessment training.
- All programme components within the Disaster Services appeal share a focus on National Society capacity building as an important strategy for contributing to longer-term (sustainable) impacts.

Looking ahead

DSD will continue to realign its work in accordance with the priorities outlined in the Secretary General's objectives and Strategy 2020. More specifically, over the course of 2010 and 2011, renewed efforts will be made in the following key disaster preparedness, response, and recovery priorities:

- Stronger cooperation, coordination and support arrangements between the secretariat in Geneva and in the zones – including ongoing support to zones and regions for disaster response coordination
- Improved planning, performance management and accountability.
- Development and maintenance of harmonized DM standard operational procedures and systems.
- Increased knowledge, skills and human resource base for integrated preparedness, response and recovery programming.
- Promoting a DM learning and accountability culture within the IFRC.
- Integrating a gender perspective as a core element in IFRC's disaster management activities.

How we work

All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to: Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

For further information specifically related to this plan, please contact:

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