



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

Tsunami operation

Real Time Evaluation (first round) - Recommendations and responses

Introduction

The intention to undertake real time evaluations (RTE) was presented in the Red Cross Red Crescent Movement's strategy for the tsunami emergency and recovery operation, adopted in Hong Kong in early March, 2005. The purpose was twofold. First, RTEs would be used to obtain quick feedback on operational performance, allowing necessary adjustments to approaches and strategies in the field and at headquarters. Second, RTEs were introduced as part of the Movement's accountability framework, including regular narrative and financial reporting and audits in addition to the RTEs.

Two RTEs were conducted during 2005, the first during the emergency phase in February-March and the second during the early stages of recovery and reconstruction in August-September. Much valuable analysis of operational performance has been received. As shown by the Secretariat's management comments, which incorporate comments received from member Societies, most of the findings and recommendations in the two reports have been acted upon. The updated comments from March 2006 on the recommendations made a year earlier also clearly demonstrate the extent to which resolute action has been taken, resulting in changes of approaches and procedures, or even introduction of completely new procedures such as in the case of human resource recruitment. In several instances the dialogue with the consultants in the field and at headquarters led to action long before the final RTE reports had been received.

Still, the conclusion so far is that the evaluation model chosen has not been ideal. The time taken between field visits by consultants and the finalisation of their reports has been too long, thereby limiting the value and timeliness of recommendations. This is partly due to the complexity of the tsunami operation, covering several countries and involving many actors that need to comment on drafts of the reports. Since the RTEs have focused on operational performance rather than on more accountability-related aspects, such as the effectiveness and efficiency with which resources have been used, their value as part of the accountability framework has also been limited. Evaluations with an accountability focus would also normally not be conducted as often as has been the case for the tsunami real time evaluations.

For the continuation of the tsunami operation a clearer distinction will therefore be made between evaluations for operational feedback and for accountability. In the former case the task of commissioning and managing the evaluation will be given to the respective field offices (with technical support from the Secretariat). These types of evaluations will be staffed by a combination of internal staff and external consultants. This will help ensure that the field has ownership of the process and field concerns and constraints can be immediately addressed. Evaluations for accountability will be conducted less often and rely mainly on external evaluators. Special efforts are also being made to design procedures for direct accountability towards beneficiaries that will form part of the field-based operational framework.

For the second year of engagement in the tsunami-affected countries, instruments better suited for learning and accountability will thus have been designed, all for the purpose of ensuring that operational strategies and available resources are aimed at ensuring sustainable reconstruction of livelihoods in accordance with local needs and priorities.

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(NB: The IFRC Secretariat accepts the direction of all recommendations. In April 2005, the Federation Secretariat commissioned a review of Disaster Management (DM) and the main follow-up steps are being built within the implementation of the DM review.)

Geneva internal :

RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
<p>1. The continuing lack of clarity experienced by staff of the Secretariat regarding decision-making should be resolved, and will no doubt need reinforcement and repetition. Part of this reinforcement needs to be by managers repeating the message about where decision-making responsibilities lie, and part of it needs to be done by managers ensuring that their practice demonstrates the message.</p>	<p>Accepted: For Tsunami operation, work underway to clarify decision-making and roles between the Special Representative/Director NSFS/Head of Dept., Programme coordinator, as well as continual refinement of role of taskforce and Steering Committee.</p>	<p>Scope and scale of Tsunami operation required new positions and roles not previously utilized. Over time, the value-added of new roles became better understood and appreciated. Staff, both field and Secretariat, began working together more closely.</p>	<p>Special Representative Tsunami Operation</p>
<p>2. The Secretariat should undertake to bring staff who played major roles in the response together for a few hours for an internal lessons-learning session in Geneva, irrespective of the Real-Time Evaluation. This is best led by managers rather than Human Resources staff.</p>	<p>Accepted: timing and approach to be determined by the Director NSFS.</p>	<p>Series of ERU working groups held throughout 2005 to discuss standards and lessons learned. Results of working groups fed into Disaster Management Review action plan. Working groups are part of the normal IFRC after-action process.</p>	<p>Tsunami Program Coordinator</p>
<p>3. The Operations Support Department should make the commitment and soon put the resources into finalising a set of SOPs (Standard Operating Procedures) that will be acceptable within the Secretariat and therefore useful.</p>	<p>Accepted- to be followed-up as part of the implementation plan post the DM review.</p>	<p>Action plan developed. Updated SOPs under development and proceeding according to action plan.</p>	<p>Director, National Society and Field Support Division, and Head, Operations Support Dept.</p>
<p>4. In future disasters, Task Forces should at a minimum always have agendas and keep notes of Action Points which are then communicated to all stakeholders. This should be in the revised SOPs</p>	<p>Accepted- to be followed-up as part of the implementation plan post the DM review. Agenda and action points have already been introduced</p>	<p>Updated SOPs in progress. Pakistan Task Force meetings utilized agendas, notes were taken and action points followed. Practice may vary with chair of Task Force but is being standardized in the SOP.</p>	<p>Head Operations Support Dept. and Regional Officers</p>

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(see above).	as part of tsunami TF meeting procedures.		
RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
5. The Human Resources Department should make recommendations as to how it can in future support the Secretariat to manage the issue of rapid recruitment. It should then ensure the agreement of other parts of the Secretariat to what it proposes.	Accepted: to be followed-up as part of the HR change process.	The new online e-recruitment portal JobNet developed during the second half of 2005 became operational during December. The online system facilitates the collation and management of a large pool of applicants to the Federation. JobNet has already attracted more than 3,000 applicants and IFRC will soon be launching a generic advertisement to further boost the "pool" in areas specifically associated with emergency response. In order to increase the pool of recovery and livelihoods skills, such generic advertising has already been launched. A new post, Emergency HR Coordinator has been created and was used for the Pakistan Operation. This position provides IFRC with dedicated HR support from day one of the emergency. Additionally, as part of the decentralization process, IFRC is placing HR officers in regional offices (particularly in high risk areas) which will facilitate mobilization of local and regional resources when emergencies occur.	Change Manager Human Resources
6. The Operations Support Department should recommend a revised Geneva-level contingency plan, that would list functions that need to be resourced immediately, and that would also allow for secondments in from National Societies to the Secretariat in order to meet those needs.	Accepted: to be followed-up as part of the implementation plan post the DM review.	Recommendations largely referred to holiday periods. Decision taken December 2005 not to close office and improved staffing plans and back-up staffing plans put in place. Subsequent holiday periods have had good coverage.	Director, National Society and Field Support Division and Head, Operations Support Dept.

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<p>7. The Secretariat needs to be more rigorous about human resources practices with regard to post-holder competencies. Those who do not have the correct skill-sets for the work that needs to be done should have a system that will provide support to them or possibly replace them at particular times. Attention needs to be paid to managerial competence, leadership qualities and working culture rather than to structural permutation and combination.</p>	<p>Accepted: to be reinforced by all senior managers and HR.</p>	<p>See recommendation 5 regarding use of e-recruitment, dedicated HR officer during emergencies and field placement of HR officers. In particular having "choices" of who to mobilize when disasters strike rather than rely on those simply "available" will make a difference. In the longer term, IFRC plans to identify emergency leaders, to update the emergency response roster into an iterative self service tool and to develop a Federation global leadership team will contribute to the resolution of this problem.</p>	<p>Change Manager Human Resources</p>
<p>8. In future there should be a formal follow-up process to all evaluations, recording whether recommendations are accepted or not, what action should be taken with regard to them, and where responsibility for that action lies. This should start with the present Real-Time Evaluation</p>	<p>Accepted, to be established jointly by Director NSFS and Head of Monitoring and Evaluation.</p>	<p>Evaluations and reviews conducted throughout 2005 followed similar process of prioritizing and accepting recommendations, determining actions steps, persons responsible and timeframe for response. Process needs to be formalized within reorganized M&E dept.</p>	<p>Head of M&E Unit</p>

Disaster response

RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
<p>9. Especially in those countries where the response was smaller, limited and now over, there should be a review of their preparedness, in order to affirm its effectiveness and/or to look for how it can be improved in the light of this experience.</p>	<p>Accepted, part of the contingency planning focus in DM programming.</p>	<p>A Recovery Review was commissioned in 2005 and results were finalized in 2006. Capacity building approach (for both National Societies and communities) continues in affected countries. Contingency planning is part of the on-going disaster preparedness programming, particularly in high-risk countries. Early warning systems specialist and other recovery team members are also collating lessons learned and assisting tsunami operations with related disaster</p>	<p>Director, National Society and Field Support Division</p>

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		preparedness and risk reduction activities.	
<p>10. The Operations Support Department should undertake to revise its emergency deployment systems, so as to ensure that Field Assessment and Coordination Teams (FACTs) are formally and functionally articulated with the more recent Regional and National Disaster Response Teams (RDRTs and NDRTs). Regional Delegations need a system analogous to the Field Assessment and Coordination Team (FACT) alert and deployment system for Regional and National Disaster Response Teams (RDRTs and NDRTs). This system should be integrated with the FACT system, and the responsibility for deploying a suitable team should stay with Geneva.</p>	<p>Accepted, revision of FACT/RDRTs to be included in implementation plan for the DM review. Timelines and focal point/responsible: yet to be determined.</p>	<p>Agreed to integrate roles of FACTs and RDRTs under the name, FACT. In 2006, IFRC developing/ updating roster system and revising training packages based on roster skills review. This will include greater linking of relief and recovery needs assessments from the beginning of an operation.</p>	<p>Director, National Society and Field Support Division</p>
<p>11. Geneva should take the lead, with strong membership involvement, on a review of current National Society investments in Emergency Response Units (ERUs) and whether and how they should be adapted to ensure adequate capacity for response, including for relief. The specification of ERUs should be loosened up to allow for the use of resources available to more National Societies than those which have up until now made the larger commitment and investment to ERUs.</p>	<p>Accepted – included in Implementation Plan of the DM review, Timelines and Focal point/responsible to be determined.</p>	<p>ERU National Societies Working Group formed. Working group is revising types and functions of ERUs as well as looking for ways to bring in additional National Society resources (without requiring the NS to run their own ERU).</p>	<p>Director, National Society and Field Support Division</p>
<p>RTE 1: Recommendations from Synthesis Report (Herson, March 2005)</p>	<p>Action Status - May 2005</p>	<p>Action Status March 2006</p>	<p>Lead Point(s) of Contact</p>
<p>12. National Societies within a region where a disaster occurs should be encouraged by the Secretariat to contribute to the response, rather than blocked. The Federation needs to proactively engage with them right from the start of a major emergency to make the best use for the collective response of</p>	<p>Accepted – forms the basis upon which DM review directions will be implemented.</p>	<p>IFRC contingency plan explicates the process of regional resource mobilization. During the Pakistan earthquake, more than 50 delegates and other personnel were mobilized from the region and within Pakistan itself. Regional resource</p>	<p>Director, National Society and Field Support Division</p>

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<p>their willingness to engage and their specific advantages.</p>		<p>mobilization is part of normal response mechanism, but oft-times is dependant on the size of the disaster and level of interest generated by media, donors and public.</p>	
<p>13. The Secretariat, with strong membership engagement, should undertake a detailed review for how Recovery Assessment Teams (RATs) might be institutionalised. This should not only look at modalities but at what the value of their being institutionalised would be.</p>	<p>Accepted – will be part of the implementation plan post the DM review. Is also part of the recovery review. Timelines and Focal point/responsible to be determined.</p>	<p>Disaster Management Review completed May/June 2005; Team of recovery specialists recruited into Secretariat between July 2005 and January 2006. Recovery Review to be completed in March/April 2006 and issues paper being developed that examines best practices and options for incorporating recovery earlier on in relief operations. Some practices already incorporated into improved RAT practices piloted in Pakistan and to be incorporated into FACT/RDRT processes in future (see rec#10). Long-term action plan examining how recovery can be better integrated into relief operations is being implemented. Certain practices are currently being implemented and others will be introduced over the next 1-2 years.</p>	<p>Director, National Society and Field Support Division, and Sr. Officer Recovery</p>
<p>14. The Operations Support Department in Geneva and regional disaster management (DM) staff should actively work closely together to ensure that effective information on and lobbying about the value of the global ‘tools’ for disaster response are an essential part of disaster preparedness for all National Societies and delegations.</p>	<p>Accepted.</p>	<p>Formal lobbying with National Societies not done, however Secretariat has witnessed greater acceptance of and even increased demand for global tools in numerous disasters post Tsunami by country and regional delegations. Awareness building of global tools continues.</p>	<p>Director, National Society and Field Support Division</p>
<p>15. The Operations Support Department should in the case of future major disasters strengthen its coordination capacity by ensuring that there is someone designated as a relief focal point.</p>	<p>Accepted – included in DM review Implementation plan. Timelines and Focal point/responsible to be determined</p>	<p>Relief Officer in place, assigned to serve as focal point within the Secretariat for delegations and national societies for relief, provide technical support for relief activities in times of disaster and coordinate with secretariat departments, delegations and national societies in the development of relief strategies and interventions.</p>	<p>Director, National Society and Field Support Division, and Head Operations Support</p>

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			Division
16. The Federation should take note that it is generally considered good practice to do local purchase. It is recommended that the Secretariat engage the membership in a strengthening of local purchase capacity, with all that this implies in terms of reviewing contract protocols, setting of standards, maintaining procurement capacity, etc.	Accepted – included in DM Review Implementation plan. Timelines and Focal point/responsible to be determined	Assigned to Relief Officer and Recovery Coordinator to examine mechanics and policies required to put a formal system in place. In the meantime, local and regional purchases occurring on limited basis in subsequent operations.	Director, National Society and Field Support Division
17. Especially those National Societies with less experience of international operations, but even those already with a great deal of experience, should invest in ensuring that their staff and volunteers know enough about issues of quality in humanitarian response and have a commitment to seeking expert support if necessary.	Concern accepted – ongoing dialogue with members as to how to best address these issues.	Additional BTCs (Basic Training Course) were conducted throughout the region in 2005 and 2006 to ensure appropriate level of awareness among field staff from all parts of the Movement. Normal dialogue process (including that of the Disaster Management Working Group) with partner Societies continues to address these issues. Tsunami Quality and Accountability Senior Officer in place Dec 2005 and supporting operations in Q&A awareness raising and development of Q&A frameworks (this includes several partner societies).	Director, National Society and Field Support Division

Roles of the Secretariat and National Societies :

RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
18. If the Federation is to retain the ability to live up to its reputation as a premier emergency response agency achieved over many years, this emergency must cause the Secretariat and the Federation as a whole to reflect on whether and how far to pursue the course of delegation of management responsibilities to the Secretariat's regions. In addition the formal procedural gap, into which the assumption flowed that the regional Desks and the Delegations would be in control of all matters for	Accepted – considered as part of the DM review.	Recommendation examined in depth as part of the Disaster Management (DM) review. IFRC concluded that management for disaster response will remain a field responsibility, starting at the country level. Regional resources and then Secretariat resources are mobilized as scale of disaster requires. In the meantime, Regional Disaster Response Units in higher risk areas are being strengthened. Regional	Director, National Society and Field Support Division

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disaster response, should be closed. These new ways of working should not necessarily be pushed through to their ultimate logical conclusion, but should take account of the essential roles of other parts of the Secretariat in ensuring professional and effective management of large responses.		Disaster Response units performed well recently in Pakistan earthquake and Philippines mudslides.	
19. At the time of a major emergency and when there is a Task Force in Geneva, Geneva should have the responsibility to tell the delegation what needs to be done in terms of staffing capacity, communications and policy. Senior managers must take responsibility for decisions as to when to deploy additional capacity to delegations in countries affected by major disasters, how many and what competence and brief is appropriate for a particular situation. All of this needs to be done with one coordinated voice.	Accepted – ref. DM Review.	Task Force System in place for all large disasters. Roles and responsibilities change depending on the size of the event. National Society and Field Support Division Director chaired Pakistan Task Force. Early decisions regarding staffing and resources were taken and well accepted by the field.	Director, National Society and Field Support Division

In the field:

RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
20. In Sri Lanka and Indonesia the Service Centres must be set up and functioning rapidly. The Secretariat and the Participating National Societies must allow these functional levels to become active even while higher level strategic issues may be partially unresolved or subject to continuing negotiation. The in-country Movement Partnership Task Forces should avoid involvement in the details of this process although they need to take responsibility for monitoring that international standards are adhered to.	Accepted and in process of implementation.	A Movement Cooperation Framework is in place in Sri Lanka and Indonesia providing both improved coordination mechanisms and Center services to National Societies. Service Centers were operational in both Colombo and Jakarta in 2005. A service center is currently being set up in Banda Aceh, however the Movement Cooperation framework has been in place for some time.	Tsunami Program Coordinator
21. The roles of the regional and country delegations in Sri Lanka and Indonesia need to be clarified for the	Accepted - organigrams have been finalized and communicated.	Organigrams and corresponding communication of roles was completed at the time the recommendations were	Tsunami Program Coordinator

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recovery stage, with a clear organigram incorporating all roles.		issued. However, it should be noted that roles and responsibilities continue to evolve (as does the nature of the operations) and organigrams and job descriptions are modified accordingly.	
RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
22. The Federation needs to be engaged in each location with the many others in the same fields of activity in the longer-term interventions after the tsunamis. Coordination with other members of the Movement is not sufficient; there should also be willing and active engagement with the UN specifically in its legitimate coordination role, with other multilateral organisations, with international NGOs, as well as with governments.	Accepted – Delegations are actively engaged with the UN coordination and other in-country dialogues. Consideration to further reinforcement of delegations to meet these expectations. Geneva and New York UN-liaison have also been reinforced. The Federation is also actively involved in the IOC Tsunami Early Warning process and is coordinating with UNDP to strengthen national DM capacities. The Federation has also become part of the steering committee of the International Recovery Platform together with UN, IFIs, ADRC etc.	The Global Agenda (IFRC global planning framework) has endorsed and prioritized greater use of operational alliances. In Aceh, IFRC is taking a leading role in transitional shelter and is working closely with local and international NGOs (e.g. CARE, Oxfam, Muslim Aid etc.). In Sri Lanka, IFRC is supporting a community-based shelter program in partnership with World Bank, the Gov't of Sri Lanka and others. Other global initiatives continue with UN, Gov'ts, major donors and NGOs such as the Road Safety Initiative and Measles Eradication.	Special Representative to the Secretary General
23. Current programming proposals will require the Federation to look for expertise that it probably does not have internally in order to be able to step into the new leagues in which it now finds itself committed to operate. Capacity and expertise gaps should be identified and filled as soon as is feasible. This may be done by acquiring expert staff, by forming functional working partnerships, or by other means. Programming proposals may	Accepted and being addressed in ongoing planning and staffing processes.	IFRC hired expert staff in livelihoods, shelter, quality assurance/accountability and recovery. Additionally locally hired community development experts are in place in Sri Lanka and Indonesia. Locally and regionally recruited community development experts also utilized in Pakistan operation with much success. To ensure sustainability in future operations,	Sr. Officer for Recovery, and Change Manager, HR

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<p>need to be adapted accordingly.</p>		<p>new tools are currently being tested (including various recruitment tools for specialized skills sets) – including recruitment from specialized gov't donor agencies and updated training programs for National Societies.</p>	
<p>24. The ICRC needs to continue to have access and proximity to those in need. Other actors in the Movement need to ensure that their actions in practice respect what the ICRC is doing and its requirements to be able to work effectively.</p>	<p>Accepted – the Federation is clear in its commitment to respecting ICRC unique mandates.</p>	<p>This commitment was further emphasized and reinforced in the Movement Coordination Framework (MCF); MCF was instituted in the Tsunami countries to ensure greater efficiencies in utilizing the resources and skills of myriad Movement partners.</p>	<p>Completed Special Representative to the Secretary General</p>

Accountability and communications

<p>RTE 1: Recommendations from Synthesis Report (Herson, March 2005)</p>	<p>Action Status - May 2005</p>	<p>Action Status March 2006</p>	<p>Lead Point(s) of Contact</p>
<p>25. All Federation actors should implement similar high standards of financial accounting and transparency. The Operating National Societies (ONSs), and even the local public, have a right to know the actual disbursements and expenses charged by the Participating National Societies (PNSs) to the operation from the funds raised by them. The Principles and Rules for RCRC Disaster Relief outline certain good practices for financial accounting. However, these are mostly with reference to ONSs. Where PNSs are also almost operational in the stricken country, similar procedures ought to also apply to those PNSs.</p>	<p>Accepted for Federation Secretariat – and taken up in the Accountability Framework and processes in NS.</p>	<p>In addition to the Accountability Framework detailed in the Regional Strategic Operation Framework, a system is in place whereby National Societies report regularly to IFRC on financial expenditure. Likewise the operating National Societies in the affected region are also releasing financial data stemming from tsunami operations (and are available in various public communications documents). Finally, the Tsunami Evaluation Coalition (TEC) commissioned a <u>Review of the Red Cross and Red Crescent Societies Movement Funding Flows</u> (Bugnion, February 2006), whereby it noted, <i>“The Federation possesses a very detailed financial system, which is able to give complete and full information both on funding under its appeal and on its expenditures. It also provides additional information regarding the Movement’s funding flows and the PNSs (participating National Societies) bilateral projects</i></p>	<p>Tsunami Program Coordinator</p>

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		<i>and expenditures.....Considering the importance of the financial volume and complexity of operations involved, this is a remarkable and praiseworthy accomplishment." (p.6).</i>	
26. The Secretariat currently has uncoordinated communications functions. Geneva should institute a strong communications unit centrally, bringing together existing communications functions and able to serve all of the National Societies.	Accepted and on-going. The Federation Secretariat has created a monthly information sharing and working teleconference schedule with the participation of numerous National Societies, all Regional and Country Delegations and ICRC. Communications is structured; information is shared amongst the membership and delegations. An issues alert system has also been put into place and has already proven successful. Finally, the communications planning and coordinated messaging is discussed and shared during the international teleconferences.	The Communications Dept. developed 6 month and anniversary Communications Packs for NS and field communicators. It facilitates on-going self assessments of communications functions and receives regular evaluation feedback from users on communications products. It produced a 2 – year Strategic Communications Plan. The department introduced new audio-visual tools and created a dedicated Tsunami web-page segregated for various stakeholders. It is piloting popular radio program in Banda Aceh to keep beneficiaries informed. Communications and reporting staff work more closely together. New communication products and systems assisted in follow-on disasters in Pakistan and New Orleans.	Head External Relations & Communications
RTE 1: Recommendations from Synthesis Report (Herson, March 2005)	Action Status - May 2005	Action Status March 2006	Lead Point(s) of Contact
27. The evaluator notes with the Federation the importance of good quality information, which can only be provided by allocating resources and priority to its management. The issue of whether	Accepted and on-going. As an example, there has been an additional resource identified to assist the Sri	Dedicated reporting positions in place in each country delegation and coordinated in Regional Reporting Unit. For Tsunami operations, a dedicated Reporting	Tsunami Program Coordinator

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<p>the Federation has the ability and capacity to create, manage and make available good quality information should be specifically reviewed.</p>	<p>Lanka delegation in the predicted upsurge of media field interest for the 6-month commemoration.</p>	<p>Coordinator is in place to coordinate and consolidate inputs for various global information needs including communications tools. Issues regarding quality of information partly addressed via skills sets deliberately recruited for.</p>	
<p>28. The Federation needs key messages and facts that all its members can use, especially on numbers of those benefiting and how, when, how directly, out of how many in need, who else is serving them, etc. The reporting must be balanced and reflect the true nature of what the Movement has done and is doing. The fact that funds must be used where they are needed as much as for the intentions of their donors, that is for recovery and reconstruction now as well as for emergency relief, must be honestly and openly explained to the public.</p>	<p>Accepted and on-going. Key messages are updated regularly and sent to National Societies and Delegations via the Media Service Update system.</p>	<p>See also above regarding the establishment of the Tsunami Reporting Coordinator. Simultaneously, in 2006 IFRC is continuing to improve its planning, reporting and evaluation functions through the adoption of new frameworks and tools (including those for recovery and livelihoods).</p>	<p>Tsunami Program Coordinator and Head External Relations and Communications</p>
<p>RTE 1: Recommendations from Synthesis Report (Herson, March 2005)</p>	<p>Action Status - May 2005</p>	<p>Action Status March 2006</p>	<p>Lead Point(s) of Contact</p>
<p>29. Since it is proposed that funds donated for the tsunami will also be spent on large efforts towards the capacity building of National Societies, the justification for this must be openly made and included in communications about Federation activities in response to the tsunami.</p>	<p>Accepted and on-going. This specific message is included in the majority of communications materials prepared by the Secretariat and most National Societies. It also comprises one of the key angles of the Information Pack prepared by the Secretariat to assist National Societies and Delegations in their communications activities</p>	<p>Addressed in May 2005 update.</p>	<p>Completed</p>

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	for the 6-month commemoration.		
30. The Operational Updates which are produced showing Movement activities in the tsunami-affected regions and are posted on the internet serve too many different audiences. With such a high profile disaster a differentiated service should be resourced in order to ensure that the needs for information and analysis of donors, National Societies, media, communicators, managers and others are met.	Accepted. The issue is currently being looked at. The Fact Sheets prepared by the Reporting Unit has been reduced in size and frequency.	The Communications dept. has created new products from the Operational Updates to serve different audiences. These are placed on a dedicated website, linked to IFRC main website. Relevant products in place to meet the information needs and interests of donors, general public, National Societies and even children. Linked website has had dedicated resource person to ensure availability of timely and accurate information. Templates developed for Tsunami operations proved useful in subsequent operations.	Tsunami Program Coordinator and Tsunami Media Officer