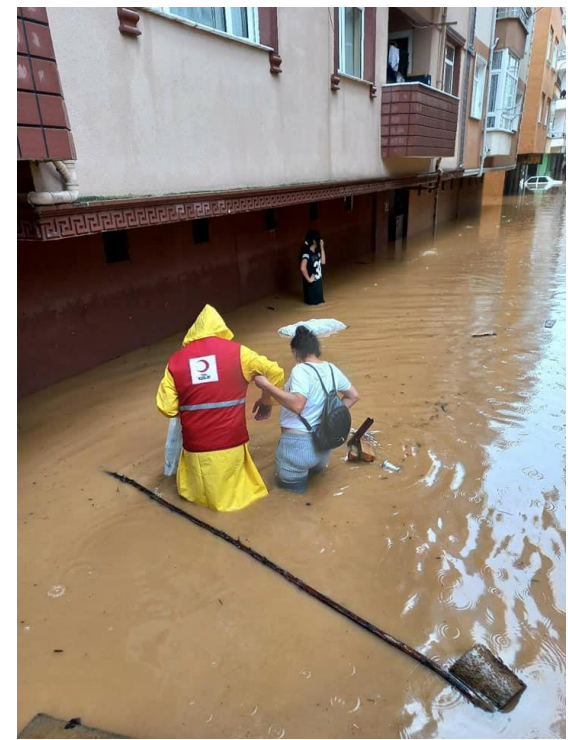**Real-Time Learning(RTL) COVID-19 global operation**: How are the IFRC secretariat and National Societies learning from the COVID-19 pandemic to prepare and address multiple hazards?

24 January 2022

Acknowledgements

Floods in north-eastern Turkey in July 2021. TurkishRC

Appreciation first goes out to all the stakeholders interviewed across the five regions and Geneva for taking the time to contribute towards this Real Time Learning

This Real-Time Learning for the COVID-19 global operation has been carried out by an IFRC and National Society PMER team. Thank you goes to our PMER teams in Africa (All Africa Regional Office and Country Cluster Delegation PMER focal persons); Americas (Pradiip Alvarez/ Wendy Arévalo/Mariela Gomez/ Andrés Gómez/ María Larios/Marie Manrique/Melina Miele/Jeremy Smith/Araceli Sobenes/Wendy Soto/Olaf Steenbergen); Asia Pacific (Nusrat Hassan /Karen Ngooi); Europe (Boglarka Bojtor/ Nana Gamkrelidze/David Kohlmann/Krisztina Pardi); MENA (Hamzeh Ababneh/Nadine Haddad) and in Geneva (Lotte Heuberger(Netherlands RC)/Miki Tsukamoto)

Disclaimer: The views and opinions expressed in this presentation are from our interviewed stakeholders, with analysis and interpretation carried out by the authors. It does not necessarily reflect the official policy or position of the IFRC secretariat.

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Heavy Monsoon Rains in Cox Bazar, Bangladesh. I. Mollik/IFRC

Context

Climate change has become one of the greatest threats facing communities worldwide. Some countries are affected not by one, but rather multiple type of disasters and/or other type of disasters at the same time. This coupled with the current COVID-19 pandemic has at times affected people's health and livelihoods, economies, health systems and the potential of countries to manage and recover from these crises. Front line workers who were always ready to respond were also now affected by the pandemic which did create a challenge and/or new way of working to allow National Societies and its volunteers continue to meet the needs of the most vulnerable.

Despite the constraints (lockdowns, limited human resources, funding constraints), it did appear that the IFRC network (IFRC Secretariat and National Society staff and volunteers) were able to quickly adapt their ways to continue "their business as usual," and provide essential life saving assistance to those in need. Challenges and opportunities did occur, and this Real Time Learning would like to learn from them to see how these learnings could help the Movement) better prepare and address multiple hazards in the future.

This Real Time Learning is based on feedback received from 104 targeted stakeholder in 6 different locations around the world. It is hoped that findings and recommendations from this RTL can complement the data collected from other initiatives led by the Anticipation Hub, the Africa Disaster Management Advisory Group, IFRC's Forecast Based Financing, IFRC's Preparedness for Effective Response process and the Disaster Relief and Emergency Fund learning in contributing towards improving processes and systems in addressing multiple hazards.
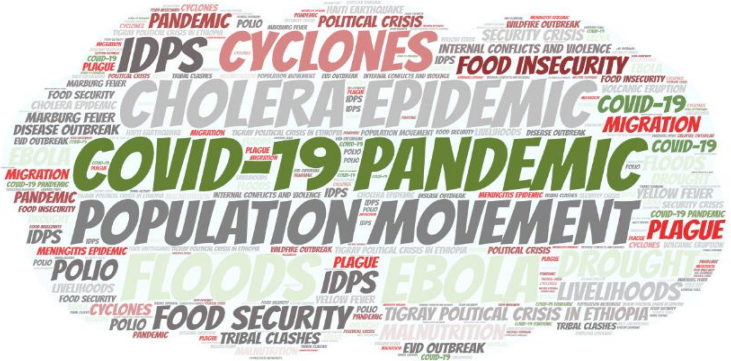
Immediate relief and life saving assistance provided to 1,000 cyclone-affected families through DREF./Mozambique RC
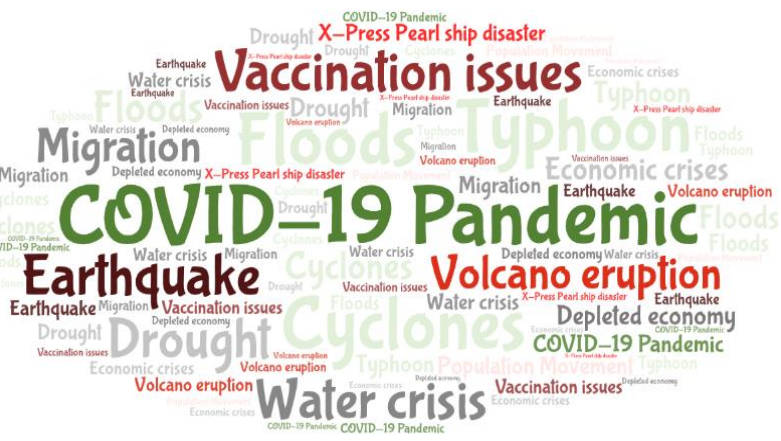
KEY FINDINGS

SEQ 01: What are the CURRENT CRISES in your country affecting the work of the National Society/IFRC?
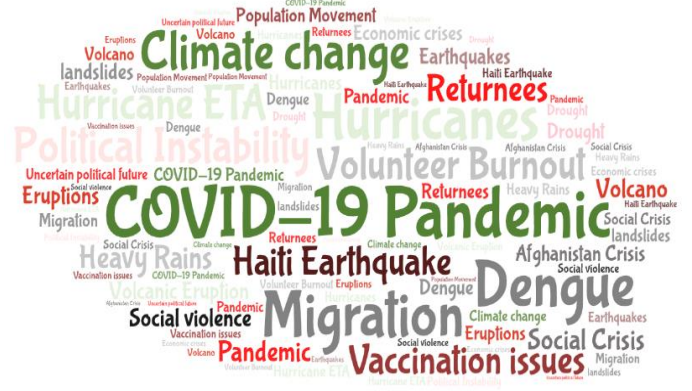
Africa Region - Crises

"COVID-19 is a big challenge for the NS. Food security and livelihoods issue consequent upon the COVID-19 pandemic." – NS Africa

Americas - Crises

"COVID's health crisis and its side effects, such as economic crisis / Crises generate synergies between them and become more severe"

Asia Pacific Region - Crises

"COVID-19 remains the biggest crisis in the country affecting the work of the National Society."

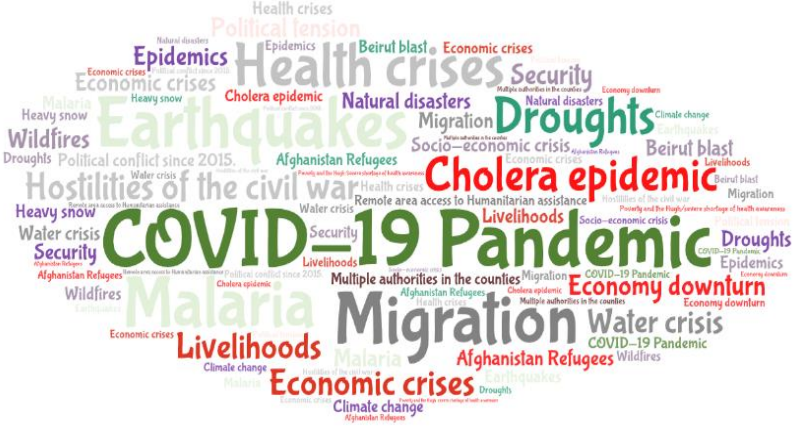## Europe Region

The country was faced by multiple crises including COVID-19, population movement, wildfires, earthquake and an economic crisis. The government had limited resources to address the needs and provide humanitarian support."

MENA - Crises

Health crises like cholera, malaria and COVID-19. The health systems are shrinking and multiple authorizes affect the National society.

Key Takeaway

From this data, the COVID-19 pandemic was highlighted as the largest crisis affecting the work of the National Society/IFRC. It has impacted and compounded vulnerabilities/risks already resulting from the effects of multiple disasters. The other two crises which also took great prominence in 2021 worldwide, were floods and Population Movement/Migration. The spread of COVID-19 in countries and its impact on country(ies) economies, people's livelihoods, health etc coupled with the effects of climate change may be an explanation for the high number of mentions for these two crises.

As can be seen from this visual, aside from COVID 19, regions are dealing with other numerous hazards at the same time: Africa (28), Americas (25), Asia Pacific (25), Europe (14) and MENA (28).

SEQ 02: List the TOP 3 APPROACHES YOUR National Society/IFRC has taken to address these multiple crises?

Response and Recovery Planning:
Multi Hazard Approach: Mainstreaming COVID-19 aspects in all operations; more systematic approach to responding to health emergencies; identification of commonalities across different operations; COVID-19 as a cross cutting issue.
Business Continuity Plans: Availability of Standard Operating Procedures and guidelines for responding to disasters during COVID-19 pandemic; changing of the working dynamics and modalities; contingency plans for COVID-19; maintaining core activities targeting the most vulnerable while responding to multiple crises.
Prioritization of Response: Prioritization of activities based on available funding; ensuring a rights-based approach; shifting to focus from the emergency response to recovery; focusing on WASH and access to potable water.

Coordination and Partners
Movement Coordination: Cooperation with ICRC and PNSs; coordination with the Movement Partners to support the NS response plan; more extensive and inclusive Movement coordination; global PPP initiative; Movement-wide approach to the humanitarian crises; continuous and joint analysis; application of DREF.
Internal Coordination: Coordination of technical areas for a joint response; improved communication with the clusters; internal coordination with the branches; activation of the Emergency Operations Center; receiving support from the regional focal points; promoting the analysis of good practices.
External Coordination: Aligning the NS Response Plan with the public authorities' response plan; coordination with the public authorities at all levels; playing the auxiliary role; partnership with the external stakeholders for complementarity of response to the needs of vulnerable groups
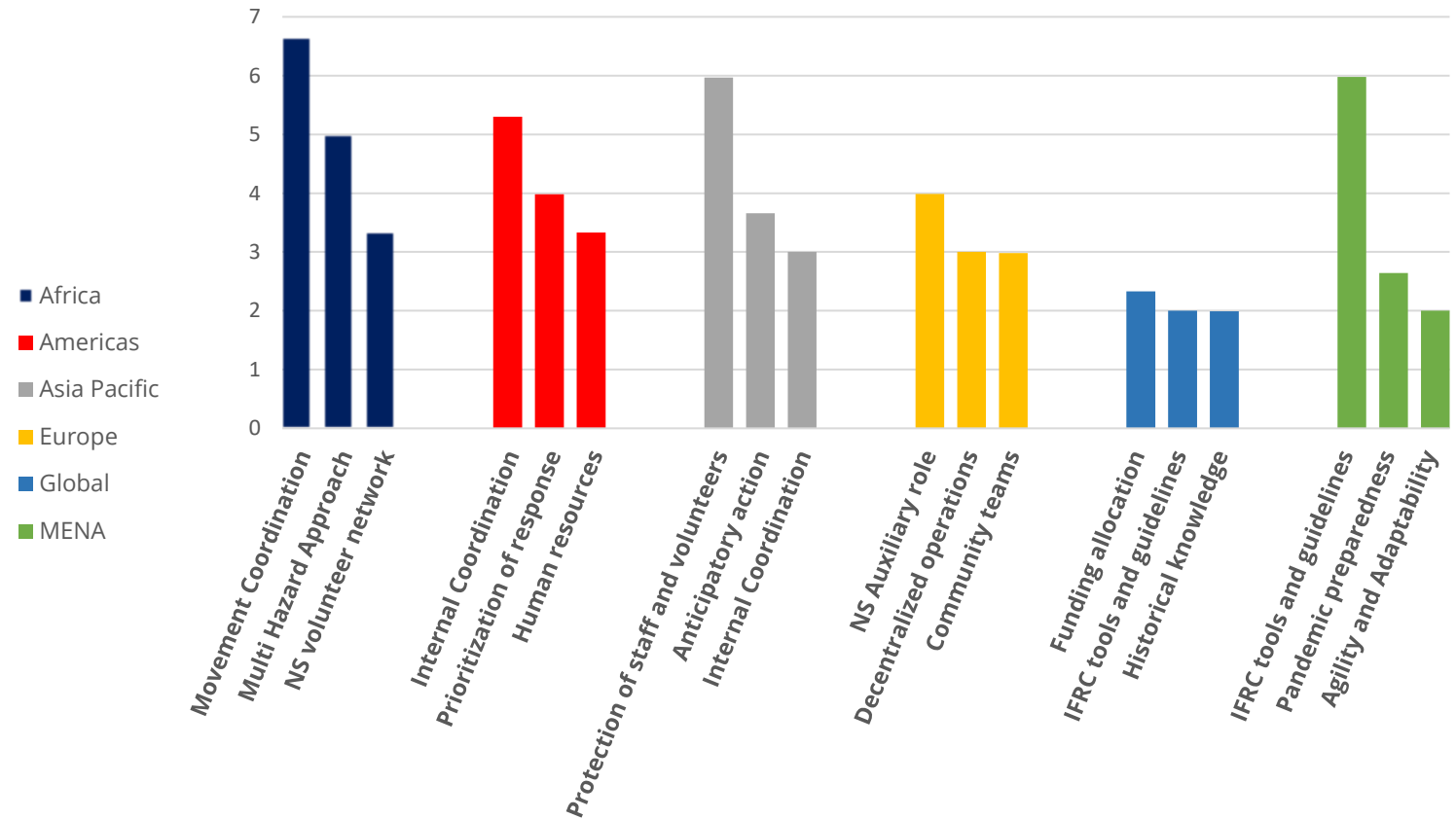
National Society Strengthening
Institutional Strengthening: Placing the NS at the center of response; capacity building of the NS staff and volunteers; Information Management and Planning, Monitoring, Evaluation and Reporting capacities for multi hazard response; supporting the NSs with their Risk Communication and Community Engagement efforts; investment in localization.
NS Auxiliary Role: Strengthening the NS Auxiliary Role; working closely with the public authorities; expanding the areas of cooperation with the public authorities; the value of community presence of the RCRC societies;
NS Volunteer Network: Training and capacity development of the volunteers for community engagement; nationwide presence of the volunteer networks; strengthening the capacity of the volunteer networks for rapid mobilization and response.

The **TOP 3 APPROACHES** highlighted by the respondents from all regions are mainly clustered under the following themes: **Response and Recovery Planning**, with a particular emphasis on the **Multi Hazard Approach**, **Business Continuity Plans** and **Prioritization of Response**; **Coordination and Partnerships**, including the **Internal, External and the Movement Coordination**; and **National Society Strengthening**, including the **Institutional Strengthening of the NSs**, the **NS Auxiliary Role**, and the **NS Volunteer Networks**. The areas such as **Protection of Staff and Volunteers, Decentralized Operations, IFRC Tools and Guidelines, Pandemic Preparedness, Anticipatory Action, Agility, Funding Allocation** and **Adaptability and Human Resources** were also highlighted.

Top 3 Approaches in Each Region

SEQ 02: List the TOP 3 APPROACHES YOUR National Society/IFRC has taken to address these multiple crises?

Comparing the NS and IFRC perspectives

While the order of priority of approaches identified by the IFRC and NS representatives is different in all regions, some of the areas that were frequently highlighted by both IFRC and NS representatives include the **Movement, external and internal coordination, business continuity plans, institutional strengthening of the NS, the NS Auxiliary Role,** and **Protection of Staff and Volunteers from COVID-19.**

Global

IFRC

IFRC Tools and Guidelines
Decentralized Operations
Contingency Plans

NS

Multi Hazard Approach
Business Continuity Plans
Contingency Plans

Africa

IFRC

Multi Hazard Approach
Movement Coordination
Holistic Response Strategy

NS

Movement Coordination
NS Volunteer Network
Community Teams

Europe

IFRC

NS Auxiliary Role
General Funding
External Coordination
Holistic Response Strategy

NS

Decentralized Operations
Community Teams
NS Auxiliary Role
Data Management Systems

Americas

IFRC

Internal Coordination
IFRC Tools and Guidelines
Fundraising Strategy

NS

Prioritization of Response
Human Resources
Trust

MENA

IFRC

IFRC Tools and Guidelines
Agility and Adaptability
Pandemic Preparedness

NS

NS Auxiliary Role
IFRC Tools and Guidelines
Institutional Strengthening

Asia Pacific

IFRC

Protection of Staff and Volunteers
Anticipatory Action
Multi Hazard Approach

NS

Internal Coordination
Protection of Staff and Volunteers
Business Continuity Plans

Key Takeaways

COVID-19 pandemic has put an enormous stress on the institutional capacities and operational capabilities of the IFRC and the National Societies. However, responding to multiple disasters and crises has helped them identify the most effective approaches and practices that can be further strengthened and mainstreamed in future operations to ensure timely and effective response. The analysis of qualitative data collected through Key Informant Interviews suggest that the IFRC and NSs were able to ensure the continuity of response and uninterrupted provision of support to the vulnerable communities through utilizing the hands-on tools for the response and recovery planning, including institutionalization of a multi-hazard approach, availability of the up-to-date Business Continuity Plans and Prioritization of Response over other operations. It is also worth noting, that while responding to multiple disasters, the IFRC and NSs **revisited their existing internal, external and Movement cooperation approaches**, **strengthened their partnerships** with the key stakeholders and **enhanced internal communication and coordination mechanisms** to ensure complementarity and maximize efficiency. The effectiveness and efficiency of the IFRC's and NSs' response to multiple emergencies can be also attributed to the extensive efforts invested into **National Society Strengthening**, including the **reinforcement of the NSs' Auxiliary Role** and further expanding and **strengthening the volunteer networks** to ensure nation-wide and community level coverage.

✓ **Invest into strengthening and institutionalizing of the multi-hazard response capacities of the National Societies; identify/revise the cross-cutting issues and produce instructions for their mainstreaming into all response operations.**

✓ **Ensure regular and systematic revision of Business Continuity Plans based on the changing local contexts.**

✓ **Enhance the internal coordination mechanisms within the IFRC and the NSs, including coordination between the HQ and branches; ensure that the NSs have access to digital tools facilitating coordination and information exchange.**

✓ **Strengthen the Movement Coordination Mechanisms; ensure Movement-wide consistent data management and exchange to enhance the response.**

✓ **Strengthen the NS Auxiliary Role, invest into cultivating and enhancing meaningful partnerships with the public authorities, and the external stakeholders.**

✓ **Ensure the institutional strengthening of the National Societies, involving the generic and technical capacity building of its staff and volunteers, and the establishment/enhancement of the existing volunteer management systems.**

SEQ 3: Share with us the ONE MAIN challenge facing the National Society/IFRC as a result of these crises?

In 5 of the 6 locations **General funding** or **Funding Allocation** and **Human Resources** were one of the main challenges

Top 5 - Geneva

1. **Funding allocation**
2. IFRC tools and guidelines
3. **Human resources**
4. Domestic funding
5. Transition to business improvement and development

Top 5-Africa

1. **General funding**
2. NS Auxiliary role
3. Institutional strengthening
4. **Funding allocation**
5. **Human resources**

Top 5-Americas

1. **General funding**
2. Institutional strengthening
3. NS Auxiliary role
4. Coordination (within Movement, internal, external)
5. **Human resources**

Top 5-Asia Pacific

1. **Human resources**
2. Protection of staff and volunteers
3. Agility and Adaptability
4. Business continuity plans
5. NS strengthening (auxiliary role)

Top 5-Europe

1. **General funding**
2. Institutional strengthening
3. Data management systems
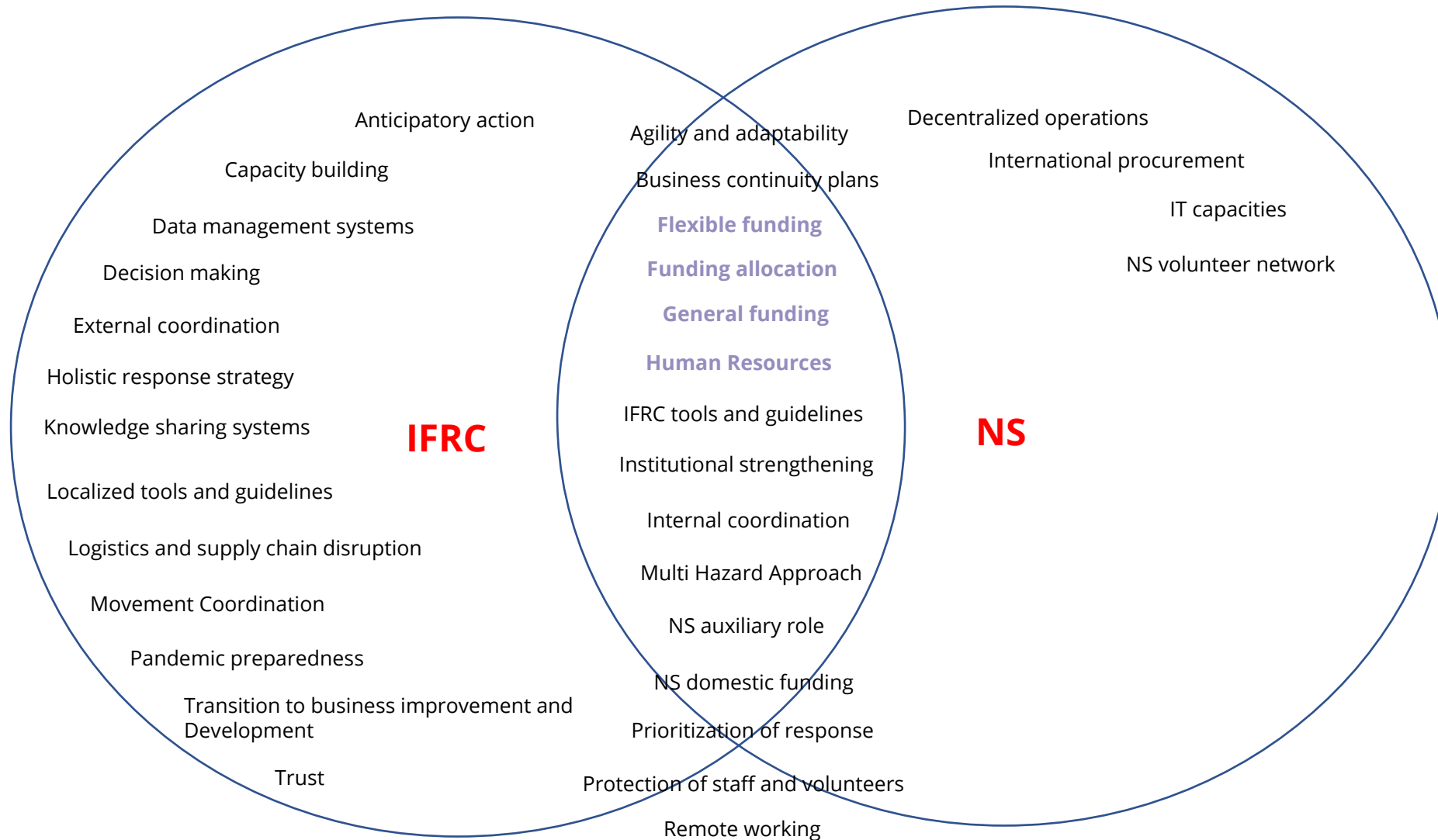4. **Human resources**
5. IT capacities and remote working

Top 5-MENA

1. Agility and Adaptability
2. **Funding allocation**
3. **General funding**
4. Institutional strengthening
5. Prioritization of response

General funding and funding allocation – Funding competition amongst emergencies, donor fatigue and availability of funds, low appeal coverage, donors not interested in long-term recovery actions, effect of COVID-19 in global economies, raising non-conditioned funds not easy to make proposals without concrete activities. Consequences: not able to deploy and mobilize volunteers, not being able to hire the HR staff needed for each operation, not able to meet communities' needs, NS's not able to launch operations until DREF funds are allocated, difficulty to deploy HR to emergencies,

Human Resources – HR capacities and availability linked to general funding, NS's can't hire the HR needed, staff feeling instability, trying to engage staff in Early Action Protocol (EAP) not easy when they are focused in current multiple crisis, volunteer engagement and retention, lack of qualified HR at local branches, volunteers didn't have the right skills to respond to the pandemic, staff getting sick or being in risk groups or having long-term effects, not able to implement activities that required the mobilization of staff and volunteers, starting operations not being sure if could have the right HR to implement, few staff involved in many operations, not everything can be done by volunteers. Consequences: staff directed to COVID-19 response so other programs got affected, not being able to implement activities due to few staff and volunteers involved in many operations, underspent in DREFs.

Challenges from the IFRC and NS perspective

IFRC

- Anticipatory action
- Capacity building
- Data management systems
- Decision making
- External coordination
- Holistic response strategy
- Knowledge sharing systems
- Localized tools and guidelines
- Logistics and supply chain disruption
- Movement Coordination
- Pandemic preparedness
- Transition to business improvement and Development
- Trust

Overlap (IFRC & NS)

- Agility and adaptability
- Business continuity plans
- **Flexible funding**
- **Funding allocation**
- **General funding**
- **Human Resources**
- IFRC tools and guidelines
- Institutional strengthening
- Internal coordination
- Multi Hazard Approach
- NS auxiliary role
- NS domestic funding
- Prioritization of response
- Protection of staff and volunteers
- Remote working

NS

- Decentralized operations
- International procurement
- IT capacities
- NS volunteer network

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Key Takeaways

The COVID-19 pandemic has brought significant challenges in the availability of funding, fund raising and in the ability to count on the appropriate people needed for the response. In a cascading effect, the shortage of funds and donor fatigue, has caused that National Societies are not always able to hire the staff they need for their programmes and operations, and that not all activities can be carried out by the volunteers.

Also, the pandemic has highlighted the need to train more volunteers in specific technical areas, as many of them were not able to support Red Cross Red Crescent (RC) activities. In addition to the lack of technical knowledge, some volunteers didn't participate in RC activities and operations as they were afraid of getting COVID-19, because they were amongst the risk groups, or because their economic situation didn't allow them to dedicate time to volunteer. As a direct result of the low funding, the training needed for these volunteers was also not always possible.

General funding to continue the implementation of activities for the COVID-19 operation is a concern, while demands for the communities are big, being that they turn to the RC when in crisis. The low availability of funding has resulted in a continuous competition between emergencies to raise funds, thus, low coverage for other appeals, making it difficult for National Societies to sustain a meaningful response to multiple crisis. Low income has also resulted in NSs not being able to deploy large number of volunteers to engage the communities to undergo vaccinations.

Regarding HR, there are also NS's competing for resources. COVID-19 has affected all countries in the world now, and there is a competition for staff on loan, as well as general human resource functions. Also, due to travel restrictions and requirements, deployments are more difficult (mandatory vaccinations, Rapid Antigen/PCR tests, etc.).

SEQ 04: Share with us the ONE MAIN STRENGTH that the National Society/IFRC has acquired through its dealing with these crises?

In 5 of the 6 locations, Agility and Adaptability and NS Auxiliary Role were one of the main strengths acquired from the C-19 pandemic.

Top 5 - Geneva

1. **Agility and Adaptability**
2. Movement Coordination
3. Community Teams
4. Historical Knowledge
5. **NS Auxiliary Role**

Top 5-Africa

1. NS Volunteer Network
2. **Agility and Adaptability**
3. Human Resources
4. Institutional Strengthening
5. **NS Auxiliary Role**

Top 5-Americas

1. Human Resources
2. **Agility and Adaptability**
3. Institutional Strengthening
4. Trust
5. Prioritization of response

Top 5-Asia Pacific

1. Community teams
2. Local knowledge
3. **NS Auxiliary Role**
4. **Agility and Adaptability**
5. NS Volunteer network

Top 5-Europe

1. Community Engagement
2. Community teams
3. Decentralized operations
4. Institutional strengthening
5. **NS Auxiliary Role**

Top 5-MENA

1. **Agility and Adaptability**
2. Trust
3. **NS Auxiliary Role**
4. NS volunteer network
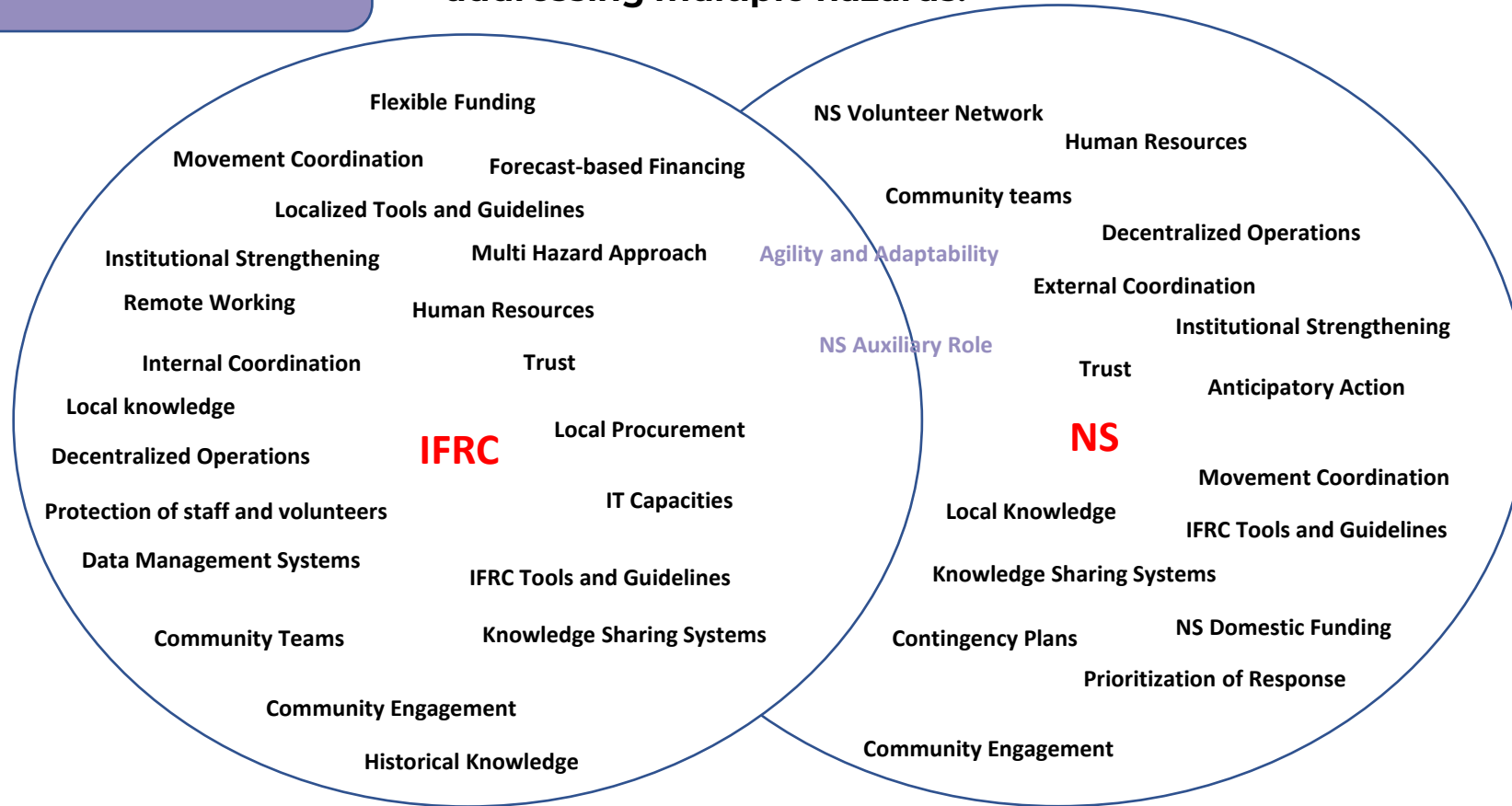5. Flexible funding

Agility and Adaptability

The strengths were: Adaptability for IFRC/NS to digitalize and work remotely (e.g. WhatsApp for Business for money transfers, database management and IM dashboards), IFRC/NS resilience, NS ability to absorb shocks quickly and continue to deliver their mandate, the trust societies had in the National Society, NS strong volunteer networks, IFRC problem-solving skills to further support the NS during the pandemic and IFRC multi disciplinary approaches with all sectors leading,

NS Auxiliary Role

The strengths were: Good NS/Government collaboration, NS alignment of proposals with Government policies, NS branch and volunteer network (e.g. NS covering areas such as supporting vaccination centres, sanitizing hospitals, bus stops, public places etc which Governments could not cover), people's trust in the Red Cross, using organizational learning to validate NS existence as auxiliary to Government, NS (staff/volunteer) expertise in facing multiple crisis, and IFRC support to help certain NS have stronger recognition/positioning in country in response to different hazards,

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Strengths from the IFRC and NS perspective

Even if we look at it from an IFRC/NS perspective, Agility and Adaptability and NS Auxiliary Role still remain the 2 top areas of strength when addressing multiple hazards.

IFRC circle:
Flexible Funding
Movement Coordination
Forecast-based Financing
Localized Tools and Guidelines
Institutional Strengthening
Multi Hazard Approach
Remote Working
Human Resources
Internal Coordination
Trust
Local knowledge
Local Procurement
Decentralized Operations
Protection of staff and volunteers
IT Capacities
Data Management Systems
IFRC Tools and Guidelines
Community Teams
Knowledge Sharing Systems
Community Engagement
Historical Knowledge

IFRC

Overlap:
Agility and Adaptability
NS Auxiliary Role

NS circle:
NS Volunteer Network
Human Resources
Community teams
Decentralized Operations
External Coordination
Institutional Strengthening
Trust
Anticipatory Action
Movement Coordination
Local Knowledge
IFRC Tools and Guidelines
Knowledge Sharing Systems
Contingency Plans
NS Domestic Funding
Prioritization of Response
Community Engagement

NS

Agility and Adaptability

IFRC -Ability for the IFRC to adapt and look out for solutions to support and communicate with NS. This has led to change, digital innovations, innovative thinking and some stakeholders mentioned that it has helped accelerate even further the organization's aims towards Strategy 2030. It was even mentioned that certain processes, like DREF were accelerated to meet the needs of the communities.

NS-Even with limited resources (in particular human resources), National Societies were able to respond to various crisis. Some adjusted their working modalities and continued to provide services through their branches and volunteer networks. Even during COVID 19, National Societies felt there was still a lot of trust in the Red Cross.

NS Auxiliary Role

IFRC: NS Auxiliary Role does help the recognition/position of the NS in the country. Close relationships with the Government and the aligning of workplans help the National Society in times of multiple hazards and in allowing for a more efficient response in country. IFRC should continue to advocate for the NS auxiliary role in response to different hazards.

NS: A strong NS Auxiliary role allows for good collaboration with government authorities, increases the recognition of the National Society in the eyes of local and regional authorities, and can allow the NS to cover areas of work that a Government at times cannot cover in view of the size of the disaster/s. At times it can also allow for the increase of funding and resources from municipalities. This role helps National Societies better meet the expectations placed on them by the communities in view of staff and volunteer expertise in facing crises.

Key Takeaways

The COVID 19 pandemic has created challenges, but has also led to innovation and a new way of working for the IFRC Secretariat and its 192 National Societies. Even with the different country lockdowns, Government restrictions, a difficult economic situation, limited availability of resources (financial, human) for National Societies, and in certain contexts the coming of one crisis after another in a COVID-19 context the Red Cross continued to carry out its work to meet the needs of the communities. The data seemed to show that the strength of the Red Cross Red Crescent network lied in its ability to adapt to the evolving situation, which in some cases allowed National Societies to carry out their "business as usual," through safe distanced measures and/or virtual methods. Although in some cases the urgency of the emergency (ies) did not always allow for contingency plans, the learnings from the pandemic did help National Societies become more resilient and quicker to respond to the needs of the communities. As can be seen in the previous slide, in many cases, the National Society auxiliary role was seen as key in helping to position the National Society in the eyes of the Government and the public, and in facilitating its work when working with multiple hazards and/or in new areas that were not the norm for the National Society. In light of this, it will be important that in the Red Cross and Red Crescent network:

✓ **The IFRC Secretariat should advocate and support the NS Auxiliary Role through the distribution of guidance on partnerships with public administration, legal advice and best practices on Red Cross/Red Crescent law (tax exemptions/provisions on resource distributions). The trust the Government and the people have in the Red Cross, affects greatly the working areas the National Society is able to cover in country, as well as their access to funding. This is especially key in new crises, when new sector areas need to be covered by the National Society in order to meet community needs.**

✓ **Allow /support flexible organizational systems, procedures and tools which allow the IFRC secretariat and National Societies to better communicate with each other, as well as allow National Societies to better communicate with the communities on the ground (with or without internet connectivity) during time of crises.**

Africa

1. **Institutional strengthening** – focus on strengthening capacity of staff and volunteers especially at branch level to be better prepared.

2. **External coordination** – coordination with communities, local authorities and partners is key for effective implementation.

2. **Movement coordination** – Federation-wide planning and implementation ensured complementarity among Movement partners.

MENA

1. **Movement coordination** – importance of one unified plan and report for all Movement partners in the country.

2. **Agility and adaptability** – adapting quickly to respond to multiple crises.

2. **Human resources** – availability of human resources to be mobilized for responses.

Americas

1. **Human resources** – importance of having skilled and trained human resources.

2. **Protection of staff and volunteers** – ensured through PPE, training and guidance.

2. **Remote working** – significant cost reduction without compromising quality and communications with National Societies; to be further developed in consideration of staff wellbeing.

SEQ 05: What are the TOP 3 LEARNINGS from your experience dealing with multiple crises?

Geneva

1. **Localized tools and guidelines** – localized tools and guidelines for National Society to develop early action plans with local actors.

2. **Agility and adaptability** – National Societies quickly adapted to changing situations; need to adopt innovative thinking from the start and not continuing business as usual.

3. **Pandemic preparedness** – importance of adopting PER approach for preparedness and having contingency plans for multiple crisis.

Europe

1. **External coordination** – enhance coordination mechanisms with government, national and international organizations, and private sector.

2. **Movement coordination** – coordination with Movement partners to support National Societies; more engaged dialogues needed at country level.

2. **Learning strategies** – lessons learnt from the current operations need to be incorporated in programming and put into action.

2. **Pre-positioning supplies** – necessity of investing in pre-positioning supplies for preparedness.

Asia Pacific

1. **Protection of staff and volunteers** – integrate COVID-19 risks in disaster response.

2. **Holistic response strategy** – integrate different sectors in planning to cover wide-ranging needs of affected population through evidence-based decision making; to further integrate existing tools.

2. **Institutional strengthening** – there has been an increase in National Societies capacity; strengthening local branch capacity remains key for effective response moving forward.

Overall Top 3 Learnings:
1. Institutional strengthening
2. Agility and adaptability
3. Human resources

Key Takeaways

Response and recovery planning

- Operational capacity is highly dependant on human resources (staff and volunteers)

To further develop more holistic response strategy and understanding of multi-hazard approach

National Society strengthening

- National Society capacity was tested and strengthened through dealing with multiple crises; auxiliary role to the government became more relevant

Focus on institutional strengthening and capacity building at the local branch level

Coordination & partnerships

- Coordination among Movement partners was enhanced through Federation-wide planning and reporting
- National Society external coordination and partnerships were vital to ensuring effective implementation

Promote Movement coordination and improve communication between units within IFRC

Digitalization

- Remote working is an effective modality of working with communities and supporting National Societies

Invest in digital transformation of National Societies including IT equipment, systems and capacities, digital tools and online training for volunteers

Emergency preparedness

- Importance of preparedness and early/anticipatory actions, including epidemic and pandemic preparedness

Utilize anticipatory approaches for emergency preparedness including pre-positioning supplies and having contingency plans ready to be activated

SEQ06: What specific tools/resources would help your National Society/IFRC more easily respond to potential multiple crises in the coming 6 months?

In 5 of the 6 regions, IFRC tools and guidelines, Anticipatory action and Institutional strengthening were one of the main tools/resources that would help to respond to multiple crises.

Comparison Across Regions

Across the Board	Geneva	Africa	Americas	Asia Pacific	Europe	MENA
1. IFRC tools and guidelines	1. Knowledge sharing systems	1. IFRC tools and guidelines	1. General Funding	1. Data management systems	1. IT capacities	1. IFRC tools and guidelines
2. Institutional strengthening	2. IFRC tools and guidelines	2. General Funding	2. IFRC tools and guidelines	2. IFRC tools and guidelines	2. Institutional strengthening	2. Institutional strengthening
3. General Funding	3. Anticipatory action	3. Institutional strengthening	3. Institutional Strengthening	3. Anticipatory action	3. General Funding	3. Human Resources
4. Anticipatory action	4. Institutional strengthening	4. IT capacities	4. IT capacities	4. Human Resources	4. IFRC tools and guidelines	4. Flexible funding
5. IT capacities	5. Needs Assessment	5. Anticipatory action	5. Anticipatory action	5. Protection of staff and volunteers	5. Anticipatory action	

Comparison Between IFRC and NS Regions

Across the Board	NS	IFRC
1. IFRC tools and guidelines	1. Institutional strengthening	1. IFRC tools and guidelines
2. Institutional strengthening	2. General Funding	2. General Funding
3. General Funding	3. IT capacities	3. Anticipatory action
4. Anticipatory action	4. IFRC tools and guidelines	4. Institutional strengthening
5. IT capacities	5. Anticipatory action	5. Knowledge sharing systems

SEQ06: Quotes from the key themes

IFRC tools and guidelines

DREF needs to be **revised and scaled up**, **Make DREF and Appeal more effective**, Any **new tools or resources** that we are developing should be accompanied by capacity building as well as human resource, and a summary of the PER process. **Tailored advisory support** is what NS want, **More simplified tools** around community engagement in planning, RC members **periodically trained** in fundamental principles, Virtual campus to train volunteers, Have **one country plan** and not to go with the Appeal and Operational Plan, Policies and SoPs, tools and templates should be in Arabic **Language** or both English and Arabic, Create a **pre drafted EPoA for DREFs** to be prepared once the crisis hit, building donor trust through **robust Reporting tools**

Institutional strengthening

NS needs capacity building especially in areas like **cash distribution** and **logistics**, Resources for capacity building; especially around **disaster preparedness and response**, **Strengthen PMER** department, especially during COVID-19, **Community of practice** at different NS levels by staff, volunteer and/orby theme, need to build **branch-level capacities**, Technical support to NS, **Strengthen RC's visibility**, Continue to develop **sustainability initiatives**, **Strengthening EOCs**, Maintain the readiness and **capacity building for the volunteers**. Increase the **knowledge of project management** (**Proposal writing, need assessment, M&E, reporting** with **finance**), Methodology **to deal with multiple crises**

General Funding

Negotiate with donors on **non-earmarking of funds**, **Resources to increase number of volunteers** involvement in national response, Would like a **separate fund for emergency preparedness**, More funds to deal with a crisis, Need **emergency funding set aside**, Need for **good fundraising tools**, Receiving **funding for the Development Operational Plans**, More funds for NS strengthening, Diversification of income sources, There are needs to **better strategize in terms of resource mobilization**

Anticipatory action

Contingency plan for an eventual response, **contingency plan** (updated every year) of **risks** which takes into account the management of disasters and risks, National **multi-disaster contingency plan**, Reflection on how to work within the system to deal with **complex emergencies**, The **catalogue of early actions**, **operationalize PER** approach, **strengthening NS risk management**, SOP regarding **responding to disasters during COVID-19** that National Societies can integrate into what they already have

IT capacities

How to incorporate **remote assessments** by use of ICT (innovations), e.g. Drones, systems of NS are **modernized in terms on ICT**, develop blended approach with **both physical/online** and perhaps this could also be a point of reflection in addressing digital divide, Advance in technology: **especially for PMER** to update their systems to get **real-time information**, Invest in **gadgets for real time data collection** and reduce paper work and minimize delays in reporting, Build **capacity of volunteers and staff on how to work online**, Digitalization **of internal communication system**, Tools supporting **(tele) communication**, Need to make sure the National Societies **has internet connections especially at branch level** for collecting comms materials

Key Takeaways

- **Technical support to in terms of existing tools as well as new tools being developed**, remote working, proper onboarding process for new staff, IT capacities (Digitization), PER and funding availability for technical support. This also includes virtual trainings for staff and volunteers. Support in strengthening NSs through visibility, support to branches, building sustainability initiatives, etc.

- **Develop tools that are effective and ensure proper training**/orientation is provided at all levels of IFRC and NS. This is more on the multi-hazard approach which will present a more flexible funding process (e.g having one country plan that can be amended based on context). Also operationalization of PER approach

- **Funding support in terms of better resource mobilization strategies and fundraising tools.** Also see how best to negotiate with donors to ensure more unearmarking of funding. This can also be achieved through having a different planning approach (e.g one country plan or multi hazard plan)

KEY RECOMMENDATIONS

GLOBAL

Effective Response

Agility and Adaptability: Continue to support digitalization, the use of innovative tools which can be easily accessed/adapted in local contexts, and innovative thinking.

Emergency Preparedness

Epidemic and Pandemic Preparedness: Increase investments in the PER approach. Most National Societies who were adopting the PER approach were more prepared to deal with multiple crisis during COVID-19.
Anticipatory Action: Increase collaboration between the different sectors during times of emergency, to allow for cross-fertilization of ideas and initiatives which will help the organization be better prepared when thinking of multi-hazards.

Localization

Localized Tools and Guidelines: Learn from and adapt the tools, mechanisms, systems and procedures used for single hazards to a multi-hazard context. Ensure they are easy to use and can be adapted to National Society's individual contexts.

NS Strengthening

Institutional Strengthening: Invest in leadership development in National Societies which will help NS in decision making; managing risks, capacities and resources; and more effectively responding to emergency(ies).
NS Auxiliary Role: Continue to support NS's auxiliary role with the Government and authorities in this COVID-19 operation. This has helped for the recognition/positioning of the NS in country, and has been useful for NS involvement in different hazards.

Resource Mobilization

Funding Allocation: Promote flexible and timely funding for the COVID-19 operation so that other disaster crises can also benefit from resources, such as PPE for volunteers. At the same time ensure that such funding is not duplicated through other funding streams, such as the Disaster Relief Emergency Fund.

Response and Recovery Planning

Historical Knowledge: Historical knowledge of emergencies have helped inform/reflect further on compound disasters during COVID-19. Use this knowledge and the power of the IFRC network's operational capacity (53 IFRC Secretariat offices and 192 NS) when addressing multiple hazards.
Human Resources: Establish Early Action Protocols (EAP) to allow National Societies to be better prepared (resources, personnel, volunteers) for potential future crisis when an actual crisis is still taking place.
IFRC Tools and Guidelines: Adapt and simplify tools and procedures currently existing for single hazards to multiple hazards.

AFRICA

Digitalization

Remote Working; Provide tools that enhance remote working; particularly tools in remote assessment (such as drone), cash distribution, information sharing with communities, training of staff and volunteer, and tools that promote real time data collection that reduces paperwork.
IT capacities: More modernized ICT / IT for NS. Technical support to staff and for both existing and new tools through training and proper onboarding.

NS Strengthening

Institutional strengthening: Support in strengthening NSs through, visibility, support to branches, building sustainability initiatives, Cash distribution and logistics. Put NS at the center and ensure they are ready for in implementation, accountability & transparency. More training in planning, cash distribution, logistics, community engagement, management. Readiness capacity - grassroots capacity to intervene directly.
NS auxiliary role: Supporting Governments to understand and appreciate auxiliary roles of NS. NS need to be present and positioned where resources (especially government resources) are allocated.

Resource Mobilization

General Funding: Provide funding support in terms of better resource mobilization strategies and fundraising tools. Also see how best to negotiate with donors to ensure more unearmarking of funds. This can also be achieved through having a different planning approach (e.g one country plan or multi hazard plan)

Response and Recovery Planning

IFRC tools and guidelines: Develop tools that are effective and ensure proper training/orientation is provided at all levels of IFRC and NS.
Multi Hazard Approach: more on the multi-hazard approach which will present a more flexible funding process (e.g having one country plan that can be amended based on context). Operationalize the PER approach.

AMERICAS

Capacity Building

IFRC tools and guidelines: Provide technical support for NS' staff and volunteers through training in specific areas such as ENIs and RITs, as well as CEA, DRM and EWS. Ensure proper training to newcomers but also prepare Red Cross members at all levels periodically on doctrine, auxiliary role, fundamental principles.

Coordination and Partnerships

Internal coordination: Continue to strengthen and delegate to clusters to manage the response. Provide more technical support to NSs, being mindful of the amount of request sent from IFRC to them. Support NSs promoting their good work and good practices so they can focus on their daily work.
External coordination: Continue to strengthen the relationship of NSs and EOCs with Health Ministries and other State institutions.

Digitalization

IT capacities: Seize opportunities on digital transformation to improve and strengthen internal relationships within the National Society, as well as with communities. Take advantage of young people's knowledge in the use of technology to improve information systems such as dashboards with real-time data for decision-making.
Online training: Support National Societies in digital transformation to adapt to remote working and online training for volunteers.
Remote working: Provide further guidance on remote working in view of its benefits (less missions/face to face meetings).

Duty of Care

Protection of staff and volunteers: Continue to provide staff and volunteers with EPP and biosecurity protocols, but also visibility materials and proper insurance to ensure operations continue to be carried out in a safe matter.

Effective Response

Agility and adaptability: Continue to be flexible and to incorporate of the use of technological tools for humanitarian action. Continue to adapt programmes as per the needs of the emergency, such as livelihoods. Continue to adapt structures and systems to respond more effectively.

Emergency Preparedness

Anticipatory action: Allocate funds for actions to prepare for disasters, such as market-based programming, livelihood protection activities. Continue to incorporate COVID-19 in preparatory actions (e.g., preparation for hurricane season).
Contingency Plans: Continued review of contingency plans is key. Their aim must be clear in all NSs - ready to be activated. Also, continue to carry simulations to test protocols.

AMERICAS

NS Strengthening

Institutional strengthening: continue to support NSs' internal capacities ensuring good coordination and to not saturate them with webinars and meetings. Continue to strengthen Cluster Country Delegations so they can better support NSs trough technical staff. NSs are better prepared, however, there is still the need to strengthen local branches, whether it is with assets (vehicles, communications tools), or the EOCs, building staff capacity and improving the visibility of the NSs.
NS volunteer network: Continue the diversification of volunteers, offering them online training and strengthening peer-to-peer support.

Resource Mobilization

Fundraising strategy: Be more creative in approaching donors and diversifying income sources for NSs, considering that there are more opportunities to raise funds at the local level.
General funding: Consider a combination of appeals and country plans to tackle long-term challenges such as migration, climate crisis and COVID-19. Be more flexible in online campaigns, in finance systems for the reallocation of funds. Continue to look for more opportunities in surge programs that facilitate deployments.

Response and Recovery Planning

Human resources: Work towards more flexible human resource contracts for short and medium-term staff. PRD staff is needed at NS level, but also more dynamic profiles are needed to respond to complex crisis. Ensure constant and appropriate training of staff and volunteers.
Prioritization of response: Develop an aspirational NS Response Plan from the beginning of an operation, allowing flexibility to change and adapt as the emergency transitions to a medium or long-term response.

ASIA PACIFIC

Digitalization

Data management system: Identify and invest in National Societies that need further support in digitalization of data management system.
Online training: Support National Societies in digital transformation to adapt to remote working and online training for volunteers.

Duty of Care

Protection of staff and volunteers: Integrate COVID-safe programming or preventive measures into standard operating procedures for disaster response to minimize risks to personnel and affected populations.
Volunteer insurance: Explore and provide comprehensive insurance coverage for volunteers including through establishing solidarity fund.

Emergency Preparedness

Anticipatory action: Explore ways to institutionalize Preparedness and Effective Response (PER) approach in National Societies to address gaps in preparedness including epidemic and pandemic preparedness.
Prepositioning supplies: Promote flexible funding to preposition supplies for anticipated needs as a part of emergency preparedness.

National Society Strengthening

Institutional strengthening: Strengthen local branch level capacity to deliver services; support National Society organizational development in agility and adaptability for effective response to complex and compounding disasters.
National Society auxiliary role: Build on the expanded reach and collaboration through COVID-19 response to strengthen awareness and understanding of multiple stakeholders in country on National Society auxiliary role.

Response and Recovery Planning

Human resources: Develop contingency plans for human resources to ensure business continuity and sufficient trained staff in responding to multiple hazards; strengthen mental health and psychosocial support for staff and volunteers.
Multi hazard approach: Incorporate multiple hazards in preparedness and readiness planning, further integration and collaborations between different sectors during peacetime.

EUROPE

Coordination and Partnerships

External Coordination: Facilitate and support the NSs' external coordination efforts through provision of hands-on guidance on cultivation partnerships and strengthening of external coordination networks. Support and encourage the NSs to assume a leading role in coordination of external stakeholders to ensure complementarity of efforts during emergencies.

Internal Coordination: Continue to improve the internal coordination mechanisms within the National Societies, particularly between the headquarters and branches. Promote the use of digital tool to facilitate internal coordination and build the capacity of staff on using them.

Movement Coordination: Strengthen the Movement Coordination Mechanisms; ensure Movement-wide data management and exchange to enhance the response and ensure complementarity.

Digitalization

Community Engagement: Support the NSs with digital transformation of its communication channels with the communities. Promote the utilization of effective digital tools for facilitating the communication with the community-level volunteers and target communities.

Data Management Systems: Invest into development and implementation of accurate, comprehensive, reliable and hands-on data management systems.

IT Capacities: Strengthen the IT capacities of the National Societies.

Remote Working: Adjust the working settings as necessitated by the epidemiological situation in a specific context. Introduce the staff rotation plans to limit the physical social interactions and decrease the risks of exposure to the virus.

Localization

Decentralized Operations: Support the decentralization efforts of the National Societies'; ensure greater flexibility of the overarching operational frameworks of the NS to facilitate locally driven planning at branch level. Support the NSs' branch development efforts and promote the consideration of subsidiarity principle when planning and implementing operations

Community Teams: Support the National Societies to strengthen their community-level presence through investing in enhancing the community mobilization capacities and capacity development of community-level volunteer teams.

NS Strengthening

NS Auxiliary Role: Support the strengthening of the NS Auxiliary role through enhancing formal and informal partnerships with the public authorities, increasing the levels of the National Societies' participation in the public decision-making processes through development and implementation of effective advocacy strategies.

NS Volunteer Networks: Support the NS to enhance its volunteer recruitment, mobilization, and retention approaches. Invest into implementation of functional Volunteer Databases.

Institutional Strengthening: Organizational development of the National Societies, involving the tailored trainings for staff and volunteers, revision of Movement Contingency Plans, ensuring the availability of necessary equipment and tools.

Response and Recovery Planning

Holistic Response Strategy: Ensure the inclusiveness of response; Encourage the use of PER integrating all core preparedness activities.

Human Resources: Increase the preparedness of staff and volunteers to respond to multiple crises; Ensure clarity of roles and responsibilities during the response; revise the existing HR policies and approaches for identifying more flexible solutions to be activated during multiple crises.

Business Continuity Plans: Continue to develop, revise and adapt the Business Continuity Plans to ensure uninterrupted provision of services to the target communities.

IFRC Tools and Guidelines: Adapt the IFRC Tools and Guidelines to make them more flexible and tailored to responding to multiple emergencies.

Multi Hazard Approach: Ensure the mainstreaming of COVID-19-related aspects in operations; continue to integrate and strengthen the MHPSS component in all response operations; make sure that the existing expertise and learnings on responding to multiple crises are made proactively available to the NSs.

Historical Knowledge: Systematically collect and analyze the existing historical knowledge and expertise; develop a shared understanding of the systemic humanitarian response architecture, rather than relying on event-based response

Cash and Voucher Assistance: Encourage and facilitate the use of Cash and Voucher Assistance as a response modality during multiple crises.

MENA

Coordination and Partnerships

Internal coordination:
- Improve and enhance the coordination and communication between the units within the IFRC.
- Coordinate and conduct regular meetings between the National Society and the IFRC Regional Office.

Movement Coordination:
- Create and maintain the partnership with other partners, with IFRC and ICRC and national institutions.
- Increase coordination between the Movement partners. Developing the relationships between IFRC and the NS at the beginning will help communications and NS response during the crisis. Coordination is key, for example, to provide the NS with a unified standardized plan package.
- Develop a master plan for all the Movement partners in country. This will lead to a more effective and coordinated response.

Effective response

Agility and adaptability
- Utilize social media platforms and digital platforms to reach the communities during multiple hazards.
- Mobilize volunteers to better serve people in need.

Aligning work plans:
- Conduct joint activities in multiple crises, for example, like WASH and climate change activities.
- Promote a bottom-up planning process. The National Society should be the starting point in the planning process, then the country office then the regional office and finally Headquarters.
- **Cash and voucher assistance:** At the onset of an emergency, establish **a** cash distribution approach to provide immediate services to the affected population.

Emergency preparedness

Anticipatory action:
- Transition to an anticipatory approach to multiple hazards. This will protect people before a disaster strikes based on early warning or forecast.

Contingency Plans: Ensure that the national response plan and contingency plan is set for all possible types of disasters, making the role of the National Society clear and ready in time of crises.

Epidemic and Pandemic preparedness :
- Mainstream the COVID-19 measures and activities into the ongoing operations.
- Promote preparedness and readiness to crises. Prepare the warehouses by making the usual emergency kits and tools ready to be distributed once the crisis hits.

Resource Mobilization

Flexible funding:
- Promote unearmarked funding with donors to provide National Societies with more flexibility to support multiple crisis in a more effective and efficient way.
- Suggest a local funding mechanism, which keeps money in the IFRC Country Office account-ready to be used in times of disaster(s).

MENA

National Society Strengthening

Institutional strengthening: Build the NS capacity for the volunteer before the crisis so that they are prepared for disaster(s) all the time.
NS Auxiliary role: Continue to enhance and support the technical knowledge and capacity of volunteers. The experience and capacity of the volunteers and staff to deal with the multiple crisis, allow the National Society to position itself as an effective body to support the Government during crises.

Response and Recovery Planning

Human resources: Continue to build the human resource capacity of National Society, along with the additional capacity that is needed in time of an emergency(ies). .

Priority Areas for Consideration

In all of the 6 locations, the following **TOP 5 AREAS** have been highlighted as priority areas of interest for this Real Time Learning. Recommendations have been divided by priority area and stakeholder (IFRC or National Society).

Theme	IFRC	National Society
National Society Strengthening	**Institutional strengthening:** Support National Society organizational development in agility and adaptability for effective response to complex and compounding disasters. Invest in leadership development in National Societies which will help NS in decision making; managing risks, capacities and resources; and more effectively responding to emergency(ies). Revision of Movement Contingency Plans. **NS Auxiliary role**: Continue to support NS's auxiliary role with the Government and authorities in this COVID-19 operation. This has helped for the recognition/positioning of the NS in country, and has been useful for NS involvement in different hazards.	**Institutional strengthening**: Support National Society development, involving tailored trainings for staff and volunteers **NS Auxiliary role**: Build the National Society volunteers' capacity before the crisis to be prepared all the time. Also, provide technical knowledge and have capable and experienced volunteers and staff. The experience and capacity of the volunteers and staff to deal with the multiple crisis allow the National Society to position itself as an effective body to support the Government during crises. **NS Volunteer Networks**: Enhance volunteer recruitment, mobilization, and retention approaches. Invest into implementation of functional Volunteer Databases. .
Response and Recovery Planning	**Business Continuity Plans**: Continue to develop, revise and adapt the Business Continuity Plans to ensure uninterrupted provision of services to the target communities. **Holistic Response Strategy:** Ensure the inclusiveness of response; Encourage the use of PER integrating all core preparedness activities. **Human Resources:** Increase the preparedness of staff and volunteers to respond to multiple crises; Ensure clarity of roles and responsibilities during the response. Revise the existing HR policies and approaches for identifying more flexible solutions to be activated during multiple crises. For example, more flexible human resource contracts for short and medium-term staff, and more dynamic profiles may be needed to respond to complex crises. **IFRC Tools and Guidelines**: Adapt the IFRC Tools and Guidelines for single hazards to make them more flexible and tailored to responding to multiple emergencies. Ensure proper training for IFRC/NS carried out at all levels. **Multi hazard approach:** Incorporate multiple hazards in preparedness and readiness planning, further integration and collaborations between different sectors during peacetime.	**Cash and Voucher Assistance:** Encourage and facilitate the use of Cash and Voucher Assistance as a response modality during multiple crises. **Historical Knowledge:** Systematically collect and analyze the existing historical knowledge and expertise. Develop a shared understanding of the systemic humanitarian response architecture, rather than relying on event-based response. **Human resources:** Develop contingency plans for human resources to ensure business continuity and sufficient trained staff in responding to multiple hazards; strengthen mental health and psychosocial support for staff and volunteers. Establish Early Action Protocols (EAP) to allow National Societies to be better prepared (resources, personnel, volunteers) for potential future crisis when an actual crisis is still taking place. **Multi hazard approach:** Incorporate multiple hazards in preparedness and readiness planning, further integration and collaborations between different sectors during peacetime. **PER approach:** Operationalize the PER approach. **Prioritization of response:** Develop an aspirational NS Response Plan from the beginning of an operation, allowing flexibility to change and adapt as the emergency transitions to a medium or long-term response.

Priority Areas for Consideration

In all of the 6 locations, the following **TOP 5 AREAS** have been highlighted as priority areas of interest for this Real Time Learning. Recommendations have been divided by priority area and stakeholder (IFRC or National Society).

Theme	IFRC	National Society
Emergency Preparedness	**Anticipatory Action:** Increase collaboration between the different sectors during times of emergency, to allow for cross-fertilization of ideas and initiatives which will help the organization be better prepared when thinking of multi-hazards. Use historical knowledge and information from past Emergency Appeals/DREFs to learn from and address upcoming disasters. Allocate funds for actions to prepare for disasters, such as market-based programming, livelihood protection activities. Continue to incorporate COVID-19 in preparatory actions (e.g., preparation for hurricane season). **Epidemic and Pandemic Preparedness:** Increase investments in the PER approach. Most National Societies who were adopting the PER approach were more prepared to deal with multiple crisis during COVID-19	**Anticipatory Action:**, Launch multiple emergency appeals for at least a period of 6 months to a year for big emergencies and big operations in order to allow for the time needed to address the disaster(s). Promote good practice of pre-disaster meetings based on historical knowledge to mitigate potential upcoming disaster(s). **Contingency Plans:** Set the national response plan and contingency plan for all possible types of disasters, making the role of the National Society clear in time of crises. **Epidemic and Pandemic Preparedness**: Prepare the warehouses by making the usual emergency kits and tools ready to be distributed once the crisis hit. Mainstream the COVID-19 measures and activities into the ongoing operations. Establish community-based surveillance systems to monitor and detect diseases early in the community. **Prepositioning supplies:** Promote flexible funding with donor(s) to preposition supplies for anticipated needs as a part of emergency preparedness.
Resource Mobilization	**Flexible funding::** Promote unearmarked funding to donors to support multiple crisis in a more effective and efficient way. **Funding Allocation**: Promote flexible and timely funding for the COVID-19 operation so that other disaster crises can also benefit from resources, such as PPE for volunteers. At the same time ensure that such funding is not duplicated through other funding streams, such as the Disaster Relief Emergency Fund. **Fundraising strategy**: Be more creative in approaching donors and in diversifying income sources for National Societies, considering that there are more opportunities to raise funds at the local level. **General funding**: Reflect on combining appeals and country plans to tackle long-term challenges such as migration, climate crisis and COVID-19.	**Flexible Funding**: Promote unearmarked funding to donors to support multiple crisis . This can be achieved through having a different planning approach (e.g one country plan or multi hazard plan. Suggest a local fund mechanism, to keep amount of money in IFRC Country Office account to be ready to respond to crisis. **General Funding**: Acquire more funding to develop the capacity of the National Society when facing multiple hazards. Collaborate further within the Movement to allow National Societies to benefit from other National Society(ies) surge deployment programmes. Funding support needed to help NSs with resource mobilization strategies and fundraising tools.

Priority Areas for Consideration

In all of the 6 locations, the following **TOP 5 AREAS** have been highlighted as priority areas of interest for this Real Time Learning. Recommendations have been divided by priority area and stakeholder (IFRC or National Society).

Theme	IFRC	National Society
Digitalization	**Community Engagement:** Continue to promote Community Engagement and Accountability during disasters. It has been a useful approach to address misinformation and mistrust in Government/systems in disaster(s). **Data Management Systems:** Invest into development and implementation of accurate, comprehensive, reliable and hands-on data management systems. **IT capacities**: Invest in greater IT capacities in order to meet the digitalization needs for large or multiple emergencies, especially in remote contexts. Volunteers may be able to address local responses, but it is more challenging when there is a need to address a country-wide response. **Remote working:** Provide further guidance on remote working in view of its benefits (less missions/face to face meetings).	**Community Engagement**: Depending upon context and when deemed relevant, use effective digital tools for facilitating the communication with the community-level volunteers and target communities. **Data Management Systems:** Increase capacity building in information management at the national and local level so real-time data can be obtained to respond to emergency(ies). **IT capacities:** Invest in technical support and expertise on digitalization to better outreach to the communities in times of disaster(s). **Online training:** Invest in digital platforms that allow for the online training of volunteers **Remote working:** Establish protocols/standard operating procedures for finance and business processes when in a remote context. Further investment needed to improve internal communication capacities (software, hardware and better internet for remote work. .

Respondent Demographics

Reached out to 104 stakeholders in 6 locations (Geneva, Africa, Americas, Asia Pacific, Europe and MENA)

Targeted Stakeholders
104

Geneva	Africa	Americas	Asia Pacific	Europe	MENA
14	23	17	19	18	13

IFRC: 60

Red Cross: 44

Female: 41

Male: 63

Methodology

How did we do it?

Short interviews (via MS Teams) were carried out with 104 key informants (IFRC and National Society) from 6 locations (Geneva, Africa, Americas, Asia Pacific, Europe and MENA). Interviews were based on the key learning questions and each interview and validation of their responses took approximately 20 to 40 minutes.

The methodology of data processing and analysis is a combination of Jess Letch's '*RapidCode*' system and the '*thematic network analysis*' qualitative method. Thoughts and ideas (inputs) with more than 1,224 data provided by respondents were noted. Each input was matched to the relevant question.

As a first step, interviewers reviewed all inputs. A short summary was made of the data extracted from each question, and interviews were then coded by the perceptions shared by the interviewed stakeholders (IFRC or NS). A specific topic was then assigned to the data being extracted from each question which then was linked to a higher level theme of interest to the IFRC to support the data analysis.

Limitations

- Differences in time zones and internet connectivity in view of COVID-19 context posed a challenge in the RTL data collection and data analysis process.
- A representative sample of stakeholders were selected for this RTL based on recommendations from Operational Management and a select agreed criteria developed by the RTL team. It was not possible to reach all stakeholders.

Key Learning Questions

1. What are the current crises in your country affecting the work of the National Society/IFRC?

2. List the TOP 3 APPROACHES your National Society/IFRC has taken to address these multiple crises (in order of priority and highlighting specific areas)?

3. Share with us the ONE MAIN CHALLENGE facing the National Society/IFRC as a result of these crises?

4. Share with us the ONE MAIN STRENGTH that the National Society/IFRC has acquired through its dealing with these crises?

5. What are the TOP 3 learnings from your experience dealing with multiple crises?

6. What specific tools/resources would help your National Society/IFRC more easily respond to potential multiple crises in the coming 6 months?

In Nariño, health promotion and prevention days for COVID-19./Colombian RC

For further information on Real-Time Learning (RTL) for the COVID-19 global operation, please contact:

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This presentation is published by

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