**Operational Readiness for the IFRC Secretariat**

**Introduction:**

**Operational** **Readiness** is the ability to activate existing processes and procedures to act quickly and appropriately before, during and after an emergency in support of the National Society in the country (NS).

This document contains a checklist outlining activities and information needed by our **Delegations** (Country Delegations (CD) or Country Cluster Delegations (CCD)) to increase IFRC secretariat readiness for an emergency operation (yellow, orange, or red). The readiness activities are organised into subject areas with **highlighted activities denoting level 1 basic readiness activities required in all offices.**

Delegations should go beyond the basic readiness tasks, **especially Delegations in countries:**

* **that experience frequent disasters or crises, or**
* **where the National Society in the country (NS) has a low level of operational capacity or operational readiness[[1]](#endnote-2), or**
* **where the delegation has the capacity for further readiness activities**.[[2]](#endnote-3)

As IFRC offices are of different sizes and capacities, a low level of Operational Readiness signifies that greater support is needed (from CCD, Regional Office or Headquarters.) Not all activities listed below will be relevant for every office. The aim is to use this document flexibly, focusing on the activities that are relevant in the particular context.

As some readiness activities are set out in other documents, **Part 1** contains a list of management pre-conditions to remind delegations of actions that should already be in place. **Part 2** contains readiness activities at the Delegation level, **Part 3** will in future contain supporting readiness activities at the Regional Office level and **Part 4** will be readiness activities at Geneva Headquarters.

**Part 1: Pre-conditions for all Delegations**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **Readiness Actions** | **Done?** | **Comments** |
| Opening an Office | * The delegation complies with the requirements for opening an IFRC office.[[3]](#endnote-4)
 |[ ]   |
| Duty of Care | * There is an up-to-date list of personnel, dependents, integrated NS staff and visitors, their contact details (including address/ GPS coordinates and health insurance).[[4]](#endnote-5)
 |[ ]   |
|  | * An instant mobile messaging communication channel has been established (e.g. Signal or WhatsApp) for significant events.
 |[ ]   |
|  | * Appropriate medical facilities have been identified in case of a medical issue.
 |[ ]   |
| Security | * The delegation complies with the Minimum-Security Requirements (MSR) for IFRC offices, including producing regularly updated Security Regulations and Delegation Contingency Plans.[[5]](#endnote-6)
 |[ ]   |
| Information Technology | * The delegation has access to satellite phones and has a plan for emergency communications.
 |[ ]   |
| Business Continuity | * The delegation has a Business Continuity Plan.[[6]](#endnote-7)
 |[ ]   |
| Risk Management | * The delegation has developed a risk management plan and risk register- see [IFRC Risk Management Policy](https://fednet.ifrc.org/PageFiles/255626/259_e_v100_Risk_Management_Policy.pdf)
 |[ ]   |
| Knowledge of IFRC Policies and Procedures | * The HoD is aware of key IFRC policies and procedures- see [IFRC Management Compendium](https://ifrcorg.sharepoint.com/sites/OurIFRC/SitePages/GMM-Compendium.aspx?locale=en-us&inPlaceNav=portals) .
 |[ ]   |

**Part 2: Operational Readiness for IFRC Delegations**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **Readiness Actions** | **Done?** | **Comments** |
| **Knowledge of key IFRC/ Movement policies and procedures** | * The head of delegation (HoD) and relevant staff understand (through briefings, trainings etc) the key IFRC (or Movement) Emergency Operations policies and procedures: [Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance](https://fednet.ifrc.org/FedNet/Resources_and_Services/Disasters/Disaster%20and%20crisis%20management/DM%20policy%20and%20coordination/Revised%20Principles%20and%20Rules%202013.pdf); [Disaster Risk Management Policy](https://www.ifrc.org/sites/default/files/2022-05/20210127_IFRC-DRM-EN%5B1%5D.pdf); [Emergency Response Framework with RACI](file:///C%3A%5CUsers%5Cjennifer.breckenridg%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5C4JJUG1WT%5CERF%20with%20RACI_%20%28002%29.pdf); [Seville Agreement 2.0](https://www.ifrc.org/document/seville-agreement-2) ; [Movement Coordination Toolkit](https://smcctoolkit.org/), [DREF Guidelines](https://www.ifrc.org/sites/default/files/2021-06/20200511_DREF_Guidelines_ONLINE-_OPT_FINAL-1.pdf), [New Emergency Appeal Process](https://ifrcorg.sharepoint.com/%3Aw%3A/r/sites/OurIFRC/_layouts/15/Doc.aspx?sourcedoc=%7bF422128A-EAAC-4EC5-9AAD-41CCA63FE08F%7d&file=Guidelines%20on%20the%20New%20Emergency%20Appeal%20Package.docx&action=default&mobileredirect=true).[[7]](#endnote-8)
 |[ ]   |
| **IFRC contacts** | * The delegation has a list of the key IFRC focal points by function (whether at country, CCD, regional or HQ level) to contact for an emergency operation and regularly liaises with them.
 |[ ]   |
|  | * The delegation has an emergency focal point, and an alternative person to cover absences (with a delegation of authority) and has shared these names with the regional office.
 |[ ]   |
| **Legal** | * IFRC has entered into a Legal Status Agreement (LSA) with the government in the country.
 |[ ]   |
|  | * Where there is no LSA, IFRC has written to the government requesting a LSA, and the delegation has explored the options for operating in an emergency without a LSA:

(a) work through the National Society, (b) work through a nearby IFRC delegation with a LSA.[[8]](#endnote-9) |[ ]   |
|  | * The delegation has identified a local legal adviser to ensure compliance with local legal requirements (including local labour laws, local data protection obligations[[9]](#endnote-10), other national legal obligations etc.)
 |[ ]   |
|  | * The HoD and relevant staff are aware of data protection obligations in the country of operation.
 |[ ]   |
|  | * A data sharing agreement has been signed with the National Society, and/or with the UN, and/or with government agencies in countries where IFRC will manage or handle personal data of community members.
 |[ ]   |
|  | * Where IFRC is directly collecting data from communities, a template privacy notice has been drafted with the assistance of the local legal adviser, to provide to the community members.
 |[ ]   |
| **Finance** | * There is a functioning IFRC bank account at the CD level.
 |[ ]   |
|  | * If there is no bank account at CD level, there is a bank account at CCD level or through the NS.[[10]](#endnote-11)
 |[ ]   |
|  | * There are no impediments to transferring funds into the country.
 |[ ]   |
|  | * Where there are impediments (e.g. sanctions), there is an agreed plan (finance/legal/regional management) including a risk management assessment, for getting money into the country and for withdrawing money from the bank.[[11]](#endnote-12)
 |[ ]   |
|  | * There is clarity on the use of different currencies in the country.
 |[ ]   |
|  | * IFRC thresholds for in-country payments have been reviewed to reflect the frequency and severity of predictable emergencies, and the separation of functions.
 |[ ]   |
|  | * There is an agreed approach for quickly accessing extra cash if needed in an emergency, either using country reserves or reserves at cluster or regional level.
 |[ ]   |
|  | * The IFRC has a framework funding agreement with the National Society (to come in 2025).
 |[ ]   |

|  |  |  |
| --- | --- | --- |
| **Human Resources** | * The delegation has a list of visa requirements for different nationalities and maintains a tracking document of recent timeframes for obtaining a visa for different nationalities.
 |[ ]   |
|  | * The delegation has a contact at the relevant government ministry that handles visas.
 |[ ]   |
|  | * Staff in the office are aware that they may be required to support emergency operations, and this is included in their Job Description.
 |  |  |
|  | * The delegation has a basic induction plan for staff arriving in an emergency (e.g., country context, local NS, IFRC operation, security etc.)
 |[ ]   |
|  | * Where there is a Legal Status Agreement (LSA) in the country, the delegation understands the IFRC contracting procedures for recruiting staff.
 |[ ]   |
|  | * Where there is no LSA in the country, the delegation has identified an alternative hiring process (eg NS recruits on our behalf with agreed salary scale, use of employment agency etc.)
 |  |  |
|  | * If applicable, there is a contract with a local hotel to accommodate surge and other personnel.
 |[ ]   |
|  | * Staff who may be deployed as surge have done the mandatory [surge e-learning](https://surgelearning.ifrc.org/sites/default/files/media/document/2022-12/minimum-pre-training-required-for-ifrc-rapid-response-deployments-and-trainings-2022-dec_0.pdf) and will participate in relevant trainings when offered.[[12]](#endnote-13)
 |[ ]   |
|  | * The delegation has access to relevant equipment, visibility material and medications for personnel who may undertake surge deployments in the country (whether these are held in country, or at sub-regional or regional level).
 |[ ]   |
|  | * The HoD is aware and has discussed with the Ministry of Health that the acceptance of RC/RC personnel who enter the country to provide clinical care (e.g. as surge/ERU) who are not already licensed and credentialed in the country, must be approved by the Ministry of Health (often through a WHO coordination mechanism.)
 |[ ]   |
| **Supply Chain Management** | * There is an agreed list with the National Society of typically needed items and required quantity over defined time periods for different emergency scenarios, including vehicle needs. The list is coordinated with the National Society, and with the government (and other agencies if possible/ needed.)
 |[ ]   |
|  | * The type and quantity of IFRC local stock holdings has been mapped, along with the stock holdings of the National Society and preferably other Movement components in the country. The delegation has obtained the Regional Office mapping of stock holdings within the region.
 |[ ]   |
|  | * Requirements and timeframes for import purposes are understood/ mapped (e.g., shipping instructions, customs process, customs agent contact.)
 |[ ]   |
|  | * Cost-effective national or international stock souring options and suppliers have been mapped, including estimated timeframes for delivery.[[13]](#endnote-14)
 |[ ]   |
|  | * National, regional, and international sources have been assessed for purchase, rent or loan of vehicles and for any connected products or services.[[14]](#endnote-15)
 |[ ]   |
|  | * Warehousing and transport options are mapped.[[15]](#endnote-16)
 |[ ]   |
|  | * Cost-effective local or international stock sourcing options have been actioned, e.g.:
* pre-positioning stocks,
* mutual loan agreement with sister National Societies and/or other agencies,
* stock held with vendors for immediate procurement,
* procuring suppliers and entering into service or framework agreements, e.g. for vehicle rental, non-food items etc.
 |[ ]   |
| **Sanctions** | * In countries where sanctions apply, the HoD has liaised with Legal to understand whether and how sanctions may impact the IFRC’s or NS’s humanitarian action.
 |[ ]   |
|  | * The Delegation is working with Legal, Supply Chain Management, Finance and IT colleagues to reduce the impact of sanctions on operations, including funds transfer, procurement, use of hardware and software etc where possible.[[16]](#endnote-17)
 |[ ]   |
| **Readiness of local National Society** | * The delegation understands the role of the NS in different crises, based on the Red Cross law (where one exists) and as set out in the National Disaster Management Plan, Pre-Disaster Agreement or other document.[[17]](#endnote-18)
 |[ ]   |
|  | * The delegation supports the NS to create an updated preparedness plan that highlights NS response capacities and identifies key gaps.
 |[ ]   |
|  | * The NS partnerships and engagements with RCRC actors, local authorities and UN agencies have been mapped.
 |[ ]   |
|  | * The delegation regularly discusses with the NS the role of the IFRC in emergency operations, including the tools available to the NS (DREF, HEOPS, Rapid Response mechanisms) and IFRC’s funding modalities. There is an understanding with the NS on how the tools are activated and a contact person/s for activation within the NS.
 |[ ]   |
|  | * The delegation has discussed with the NS, PNS in the country and ICRC where present, the NS coordination capacities and roles in an emergency, in accordance with the Way of Working/ Agenda for Renewal, and Seville 2.0 (if relevant).
 |[ ]   |
|  | * The NS has a functioning bank account and can receive funds locally and internationally. Timeframes for receipt of funds are understood by the NS, as well as procedures to transfer funds between HQ and branches.
 |[ ]   |
|  | * The delegation has prepared proforma DREF forms for predicable emergencies in advance, together with the NS.
 |[ ]   |
|  | * The delegation has a good understanding of the Preparedness for Effective Response (PER) approach and actively supports the NS PER activities to increase NS response capacities and readiness to respond (including with NS Contingency Plans, NS Preparedness Plan, Early Action Protocols, a functional EOC, national disaster response teams, etc.)[[18]](#endnote-19) The delegation is familiar with the existing PER readiness tools ([Guidance Note](https://ifrcorg.sharepoint.com/sites/IFRCSharing/NS%20Preparedness/Forms/AllItems.aspx?ct=1685953896134&or=Teams%2DHL&ga=1&LOF=1&id=%2Fsites%2FIFRCSharing%2FNS%20Preparedness%2FPER%20Promotional%20pack%2FPER%20Promotional%20pack%20EN%2FPER%20in%20operations%2FReadiness%20check%5FPER&viewid=1a42d8a1%2D01a2%2D4c24%2D9e8d%2D3fb17ca1d867), [Checklist](https://ifrcorg.sharepoint.com/%3Ax%3A/r/sites/IFRCSharing/_layouts/15/Doc.aspx?sourcedoc=%7BBACEE958-FC51-4616-9882-7266FBC1FDF3%7D&file=PER_Ops%20Response%20Capacity%20QuickCheck%20excel%20tool%202022.xlsx&action=default&mobileredirect=true), Operations Learning Briefs etc.) and supports the NS’s application of these tools.
 |[ ]   |
| **Contingency Planning** | * The delegation has developed an Emergency Contingency Plan which covers potential and predicted emergencies, in line with the NS Continency Plan.[[19]](#endnote-20)
 |[ ]   |
| **RCRC Coordination**  | * The delegation has mapped the size, activities and locations of other Movement components in the country, noting key staff and contact details.
 |[ ]   |
|  | * There is a coordination structure with IFRC members in country, in accordance with the Agenda for Renewal and Way of Working, and coordination on readiness activities.[[20]](#endnote-21)
 |[ ]   |
|  | * Where a member NS is co-leading in a sector with the NS of the country, shared leadership modalities are agreed upon.
 |[ ]   |
|  | * Where ICRC is present, there is a basic coordination structure with ICRC and NSs in country.
 |[ ]   |
|  | * There is a Movement Coordination Agreement (MCA) in place.[[21]](#endnote-22)
 |[ ]   |
|  | * The HoD and relevant staff understand and are trained on SMCC approaches and the [Movement Coordination Toolkit](https://smcctoolkit.org/), and activation of the Seville Agreement 2.0.[[22]](#endnote-23)
 |[ ]   |
| **External Coordination** | * The delegation knows of the other humanitarian actors and disaster management authorities in the country, noting key staff and contact details.
 |[ ]   |
|  | * The delegation coordinates with relevant government and humanitarian agencies in the country, e.g through participation in humanitarian coordination mechanisms (standing and/or activated in emergencies.)
 |[ ]   |
| **Cash and Voucher Assistance (CVA)** | * The HoD and relevant staff (i.e. Program Coordinators, CVA Focal Point) understand and have been trained on CVA at the IFRC. See endnote for e-learning courses. [[23]](#endnote-24)
 |[ ]   |
|  | * The NS cash capacities have been mapped.[[24]](#endnote-25)
 |[ ]   |
|  | * The delegation has discussed opportunities for CVA with the NS and has encouraged the NS to become cash ready by including CVA in its Preparedness for Effective Response (PER) activities.[[25]](#endnote-26)
 |[ ]   |
|  | * The delegation is supporting the NS with Cash Preparedness design, planning, and implementation. See endnote for resources.[[26]](#endnote-27)
 |[ ]   |
|  | * Potential Financial Service Providers (FSP) have been mapped (including the possibility to use, currently via exception, the FSP of the local National Society or of another agency.) The result of this process will be FSP Mapping/ Assessment Report.
 |[ ]   |
|  | * A local FSP has been selected (via procurement process or use of FSP of the local NS or another agency) and there is an agreement in place.
 |[ ]   |
|  | * The delegation is supporting the NS in CVA advocacy/ influencing of policy with the respective authorities.
 |[ ]   |
| **Anticipatory Action (where there are predictable events)** | * The HoD and relevant staff understand and have been trained on the anticipatory action pillar of the DREF. [[27]](#endnote-28)
 |[ ]   |
|  | * The delegation has discussed with the NS the anticipatory action pillar of the DREF.
 |[ ]   |
|  | * The delegation supports the NS in its efforts to inform government (including regional and local government) about anticipatory action and Early Action Protocols.
 |  |  |
|  | * The delegation works with the NS and government bureaus to monitor risks within the country, informed by IFRC Riskwatch. The delegation maintains a seasonal disaster calendar, monitors triggers during high-risk periods, and keeps a log of events and near-misses to inform continued planning.[[28]](#endnote-29)
 |[ ]   |
|  | * The communications team (at CD, CCD or RO level) in coordination with the delegation and the local NS, disseminates early warning information and key messages in social platforms.
 |[ ]   |
|  | * The delegation is ready to support the NS activate a simplified Early Action Protocol for the most likely one or two hazards.[[29]](#endnote-30)
 |[ ]   |
| **Government Facilitation** | * The delegation has mapped any disaster law provisions existing in the country that might facilitate the NS and IFRC activities in emergency response.
 |[ ]   |
|  | * The delegation supports the NS to put in place special legal measures with the government of the country to facilitate the activities of the NS and IFRC in emergency response (either via letter, Pre-Disaster Agreement etc.)[[30]](#endnote-31)
 |[ ]   |
| **Security** | * In situations of internal strife/ conflict, the delegation has agreed with other Movement components on a Movement Security Framework, and if needed, has signed an agreement with the ICRC.[[31]](#endnote-32)
 |[ ]   |
|  | * In situations of internal strife/ conflict, the relevant delegation staff have carried out a CIM simulation (critical incident management).
 |[ ]   |
| **Resource Mobilization** | * The delegation has analyzed prior implementation rates for pledges (especially in countries under sanctions or in which there is no Legal Status Agreement.)
* The delegation has a high-level mapping of regular donors to emergencies, to support possible future donation requests.
 |[ ]   |

1. [Disaster Preparedness webpage](https://www.ifrc.org/our-work/disasters-climate-and-crises/disaster-preparedness); [Preparedness for Effective Response Leaflet](https://www.ifrc.org/document/preparedness-effective-response-leaflet-and-case-studies); [PER Dashboard](https://go.ifrc.org/preparedness/global-summary). For more specific PER information related to your context, contact the PER team. [↑](#endnote-ref-2)
2. Our Heads of Emergency Operations (Heops) and regional Heads of DCC can support Heads of Delegation with operational readiness activities. [↑](#endnote-ref-3)
3. [Office Opening and Closing Policy and Procedure](https://fednet.ifrc.org/en/ourifrc/about-the-federation/ppp/office-opening-and-closing-policy-and-procedure/); [Guidance Checklist-Opening an IFRC Office](https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/Procedures/228_e_attach1_opening%20checklist.pdf) [↑](#endnote-ref-4)
4. Caring for Staff and Volunteers e-learning:

<https://ifrc.csod.com/ui/lms-learning-details/app/curriculum/614fed64-8b9b-4e7c-a8bb-da3b71552b7f> [↑](#endnote-ref-5)
5. [MSR-The IFRC Guide to a Safer Mission](https://ifrcstaysafe.org/msr) [Stay Safe security course](https://ifrcstaysafe.org/stay-safe-e-course) (levels 1-3.) Security Toolbox for HoDs; SIMPL- Security Information Management Platform. [↑](#endnote-ref-6)
6. [Business Continuity Planning Guidelines](https://fednet.ifrc.org/PageFiles/254428/2020%20Business%20Continuity%20Planning%20_Final.pdf); [Business Continuity Planning Checklists](https://fednet.ifrc.org/PageFiles/254428/BCP%20Check%20list.pdf) (to be updated when new policy approved) [↑](#endnote-ref-7)
7. Add Rapid Response and ERU Procedures when finalized. For other relevant policies and procedures see [IFRC Management Compendium.](https://ifrcorg.sharepoint.com/sites/OurIFRC/SitePages/GMM-Compendium.aspx?locale=en-us&inPlaceNav=portals)  [↑](#endnote-ref-8)
8. Access Legal Training session on Legal Status Agreements. [↑](#endnote-ref-9)
9. Legal training: Data Protection; [Data Protection Toolkit - Home (sharepoint.com)](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fifrcorg.sharepoint.com%2Fsites%2FDataProtectionToolkit2%3FOR%3DTeams-HL%26CT%3D1675265319262&data=05%7C01%7Cjennifer.breckenridge%40ifrc.org%7Cc420a2dd80054830e93808dbb2c2275c%7Ca2b53be5734e4e6cab0dd184f60fd917%7C0%7C0%7C638300319177528709%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=vINLA54e4O51XYK48F%2BNMKJJ1qYALFMPy8lhjiQc0uA%3D&reserved=0). Local legal counsel can support with this. [↑](#endnote-ref-10)
10. [Banking Policy and Procedure - IFRC - FedNet](https://fednet.ifrc.org/en/ourifrc/about-the-federation/ppp/banking-and-currency/) [↑](#endnote-ref-11)
11. [Cash Management Policy and Procedure - IFRC - FedNet](https://fednet.ifrc.org/en/ourifrc/about-the-federation/ppp/cash-management-policy-and-procedure/); [Cash Disbursement and Intra-account Transfers (via financial intermediaries) policy and procedure - IFRC - FedNet](https://fednet.ifrc.org/en/ourifrc/about-the-federation/ppp/policy-and-procedure-for-cash-disbursement-and-intra-account-transfers--via-financial-intermediaries/) [↑](#endnote-ref-12)
12. [↑](#endnote-ref-13)
13. [Procurement Manual](https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/Procedures/092_e_v300_Procurement%20Manual.pdf) [↑](#endnote-ref-14)
14. [Fleet Manual](https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/098_e_v200_fleet%20manual.pdf) [↑](#endnote-ref-15)
15. [Warehouse Manual](https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/097_e_v200_warehouse%20manual.pdf) [↑](#endnote-ref-16)
16. Legal Training sessions on: Contracting and legal risks, Sanctions. [↑](#endnote-ref-17)
17. [Strengthening the Auxiliary Role through Law and Policy](https://ifrc.csod.com/ui/lms-learning-details/app/course/1185d7e3-91f6-4ae1-89e2-61518480497f); [Model Pre-Disaster Agreement - 01 Dec 2020 FINAL (1).docx](https://ifrcorg-my.sharepoint.com/%3Aw%3A/r/personal/isabelle_granger_ifrc_org/_layouts/15/Doc.aspx?sourcedoc=%7BC28D38D5-9E22-4558-BD9F-FBB2F352F054%7D&file=Model%20Pre-Disaster%20Agreement%20-%2001%20Dec%202020%20FINAL%20(1).docx&action=default&mobileredirect=true&DefaultItemOpen=1) [↑](#endnote-ref-18)
18. [Disaster Preparedness webpage](https://www.ifrc.org/our-work/disasters-climate-and-crises/disaster-preparedness); [Preparedness for Effective Response Leaflet](https://www.ifrc.org/document/preparedness-effective-response-leaflet-and-case-studies); [PER Dashboard](https://go.ifrc.org/preparedness/global-summary); [the global standards/benchmarks](https://ifrcorg.sharepoint.com/%3Aw%3A/r/sites/IFRCSharing/_layouts/15/Doc.aspx?sourcedoc=%7BC9D4E2D0-0454-43EB-9C91-9CEB4DEA3316%7D&file=PER%20Mechanism-detailed_EN.docx&action=default&mobileredirect=true). For more specific PER information related to your context, contact the PER team. [↑](#endnote-ref-19)
19. [Contingency Planning Guide](https://www.ifrc.org/sites/default/files/2021-08/1220900-CPG%202012-EN-LR.pdf) [↑](#endnote-ref-20)
20. [IFRC Secretariat Strategic Plan - An agenda for Renewal.pdf](https://ifrcorg.sharepoint.com/%3Ab%3A/r/sites/OurIFRC/GMM_Compendium/Key%20Texts/IFRC%20Secretariat%20Strategic%20Plan%20-%20An%20agenda%20for%20Renewal.pdf?csf=1&web=1&e=La2Cz2); [Seville Agreement 2.0 | IFRC](https://www.ifrc.org/document/seville-agreement-2); [Movement Coordination Toolkit](https://smcctoolkit.org/) [↑](#endnote-ref-21)
21. [Movement Coordination Agreement Template](https://smcctoolkit.org/wp-content/uploads/2023/07/MCA-Template-Version-2023-English.docx) [↑](#endnote-ref-22)
22. [Seville Agreement 2.0 | IFRC](https://www.ifrc.org/document/seville-agreement-2); [Movement Coordination Toolkit](https://smcctoolkit.org/) [↑](#endnote-ref-23)
23. E-learning Courses: [Introduction to Cash Transfer Programming](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fifrc.csod.com%2Fui%2Flms-learning-details%2Fapp%2Fcourse%2Fb08875c1-21ae-44e9-843b-b454810eb5bc&data=05%7C01%7Cjennifer.breckenridge%40ifrc.org%7Ccec45389a61e4a33282a08dbbb52c3b1%7Ca2b53be5734e4e6cab0dd184f60fd917%7C0%7C0%7C638309736370663665%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=dLwZ5g0bydoNYt7VX5fZsdwZRZ6ERkZSjOy5ya21okg%3D&reserved=0); [Summary of Cash and Voucher Assistance - The Fundamentals (kayaconnect.org)](https://kayaconnect.org/course/info.php?id=496); [Cash in Emergencies](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fifrc.csod.com%2Fui%2Flms-learning-details%2Fapp%2Fcourse%2F86fe4df6-0491-44ea-9aea-0a5ff7c90f65&data=05%7C01%7Cjennifer.breckenridge%40ifrc.org%7Ccec45389a61e4a33282a08dbbb52c3b1%7Ca2b53be5734e4e6cab0dd184f60fd917%7C0%7C0%7C638309736370663665%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=P%2Bv2iaZoKMFF7WbB8nK%2BvrOOtkRpKp89G5wf8HyEgjE%3D&reserved=0); [Cash Assistance through Financial Service Providers](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fifrc.csod.com%2Fui%2Flms-learning-details%2Fapp%2Fcurriculum%2Fe095751e-53d5-4e26-9f66-ee1db2c65e5d&data=05%7C01%7Cjennifer.breckenridge%40ifrc.org%7Ccec45389a61e4a33282a08dbbb52c3b1%7Ca2b53be5734e4e6cab0dd184f60fd917%7C0%7C0%7C638309736370663665%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=j2BqXcj%2BRi1Fu8ded8rkcCjgspzfoG1piSBJD9OGJtY%3D&reserved=0). See also [IFRC Cash Based Programming SoPs](https://fednet.ifrc.org/PageFiles/212610/209_e_v100_cash%20based%20programming%20CBP%20standard%20operating%20porcedures.pdf); [Cash Based Programming Financial Procedures](https://fednet.ifrc.org/PageFiles/212129/207_e_v100_Cash%20Based%20Programming%20Financial%20Procedures.pdf). [↑](#endnote-ref-24)
24. Output of this process will be the NS Self-Assessment Workshop Report (also called “Visioning Workshop”). [↑](#endnote-ref-25)
25. e-learning: [CALP Online: Core CVA Skills for Programme Staff](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fkayaconnect.org%2Fcourse%2Finfo.php%3Fid%3D2546&data=05%7C01%7Cjennifer.breckenridge%40ifrc.org%7Ccec45389a61e4a33282a08dbbb52c3b1%7Ca2b53be5734e4e6cab0dd184f60fd917%7C0%7C0%7C638309736370663665%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=azMGSVVlrHk65QitF8FJIpyLLQT3QTS9p8Uw3XEEZgY%3D&reserved=0); [Core CVA Skills for Supply Chain, Finance and ICT Staff - E-learning Modules](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fkayaconnect.org%2Fcourse%2Finfo.php%3Fid%3D1449&data=05%7C01%7Cjennifer.breckenridge%40ifrc.org%7Ccec45389a61e4a33282a08dbbb52c3b1%7Ca2b53be5734e4e6cab0dd184f60fd917%7C0%7C0%7C638309736370663665%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=%2FpoQCL0JRJsctM%2B7n3Q38Ci3faIccYxefT7dYtBvnXY%3D&reserved=0). Resource to guide the process [IFRC-CTP-engaging-National-Society-leadership\_EN.pdf (cash-hub.org)](https://cash-hub.org/wp-content/uploads/sites/3/2020/08/IFRC-CTP-engaging-National-Society-leadership_EN.pdf). To assess operational competences for CVA, the delegation may use CALP Operational Competences Assessment through the following link [Summary of Assess yourself: CALP Operational Competences for CVA (kayaconnect.org)](https://kayaconnect.org/course/info.php?id=605). [↑](#endnote-ref-26)
26. Resources to guide the process: [Cash Preparedness​ - Cash Hub (cash-hub.org)](https://cash-hub.org/resources/national-society-cash-readiness/); Cash in Emergencies Toolkit – Module 1 (Preparedness) [Cash in Emergencies Toolkit - Cash Hub (cash-hub.org)](https://cash-hub.org/guidance-and-tools/cash-in-emergencies-toolkit/). [↑](#endnote-ref-27)
27. [Forecast-based Action Fund](https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/Procedures/244_e_Forecast%20based%20Action%20Fund%20Procedures.pdf); [Overview FbA by the DREF for IFRC Leadership](https://fednet.ifrc.org/PageFiles/238387/Overview%20of%20Anticipatory%20Action%20for%20IFRC%20Leadership.pdf); [Practical Information for National Societies on Fbf and DREF](https://fednet.ifrc.org/PageFiles/238387/Anticipatory%20Pillar%20of%20the%20DREF%20brochure%20practice%20V2%20%282%29.pdf) [↑](#endnote-ref-28)
28. Risk watch pages from GO Platform. [Asia Pacific](https://go.ifrc.org/regions/2#risk-watch); [Africa](https://go.ifrc.org/regions/0#risk-watch); [Americas](https://go.ifrc.org/regions/1#risk-watch); [MENA](https://go.ifrc.org/regions/4#risk-watch); [Europe](https://go.ifrc.org/regions/3#risk-watch). [↑](#endnote-ref-29)
29. [Forecast-based Action Fund](https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/Procedures/244_e_Forecast%20based%20Action%20Fund%20Procedures.pdf); [Overview FbA by the DREF for IFRC Leadership](https://fednet.ifrc.org/PageFiles/238387/Overview%20of%20Anticipatory%20Action%20for%20IFRC%20Leadership.pdf); [Practical Information for National Societies on Fbf and DREF](https://fednet.ifrc.org/PageFiles/238387/Anticipatory%20Pillar%20of%20the%20DREF%20brochure%20practice%20V2%20%282%29.pdf) [↑](#endnote-ref-30)
30. [Strengthening the Auxiliary Role through Law and Policy](https://ifrc.csod.com/ui/lms-learning-details/app/course/1185d7e3-91f6-4ae1-89e2-61518480497f); [Introduction to IDRL, Rules and Principles](https://ifrc.csod.com/ui/lms-learning-details/app/course/e556e3e6-3863-4b68-a622-d674db19b398); [Key Messages for NS in support to Operations](https://ifrcorg-my.sharepoint.com/%3Aw%3A/g/personal/isabelle_granger_ifrc_org/EXAdhtrTACpMnxHPJqKecjkBvr8vboFCISe-S98cDvu7TQ?e=C0AjTw); [Letter Template NS Request to Govt](https://ifrcorg-my.sharepoint.com/%3Aw%3A/g/personal/isabelle_granger_ifrc_org/EQjb0_eDzYVMu7igSIw7bmMB_F5WA7rb18aIfLLi5QxHUg?e=yIr3U7); [Model Pre-Disaster Agreement](https://ifrcorg-my.sharepoint.com/%3Aw%3A/g/personal/isabelle_granger_ifrc_org/EdU4jcIinlhFvZ_7svNS8FQBNOEEvhwOV74PiMrPoNW-xg?e=iI4XA5) [↑](#endnote-ref-31)
31. [IFRC - Full Security Management Clauses- Annex B Final.pdf](file:///C%3A/Users/jennifer.breckenridg/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/4JJUG1WT/IFRC%20-%20Full%20Security%20Management%20Clauses-%20Annex%20B%20Final.pdf) (where IFRC provides security management services.) [↑](#endnote-ref-32)