

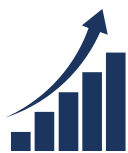
# Desk Review: From Emergency Response to Long-Term Development



## OBJECTIVE OF THE STUDY

This desk review analyzes how various **IFRC funding mechanisms**—DREF, CBF, NSIA, and ESF—have contributed to the **long-term development** in one of the RCRC National Societies who had accesses throughout the years all these funding tools. The study focuses on assessing outcomes from DREF operations, reviewing NSD-funded projects, and exploring the correlations between them. The goal is to understand **how the integration of lessons learned from short-term emergency operations can inform and guide longer-term organizational strategies** and enhance the capacity and resilience of National Societies and therefore allow better response to emergencies.

## KEY MESSAGES



### DREF as a Catalyst for Strategic Growth

**Key finding:** DREF lessons are pivotal for informing broader National Society Development (NSD) strategies.  
**Suggested next steps:** Encourage National Societies (NSs) to institutionalize these lessons to drive long-term impact.



### Holistic Utilization of Funds

**Key findings:** The four funding streams—DREF, CBF, NSIA, and ESF—are interconnected and if used in a cohesive manner they can lead to significant development over the time.  
**Suggested next step:** Promote strategic planning at NS level to align short-term emergency actions with long-term sustainability goals.



### Volunteer Engagement as a Pillar of Resilience

**Key findings:** Investments in volunteer systems (via CBF/NSIA) ensure operational readiness and adaptability, contributes to faster response.  
**Suggested next step:** Support NSs in embedding innovative retention and safety mechanisms.



### Driving Digital Transformation

**Key findings:** ESF and CBF-enabled digital tools significantly enhance efficiency and community impact in emergencies and in the long-term as well.  
**Suggested next step:** Scale digital investments to contribute to building NS capacities in technology adoption.



### Sustainability Anchored in Innovation

**Key findings:** Financial resilience, enabled by CBF and NSIA, ensures NS independence and adaptability.  
**Suggested next step:** Guide NSs in diversifying income streams and institutionalizing innovative financial strategies.

## CONCLUSION

These messages, on using the different funding tools, reflect significant progress in addressing operational challenges of National Societies, while highlighting areas that demand ongoing attention. To capitalize on this progress:

- For future perspectives, in addition to defining a benchmark/ reference tool, it would be key in hosting a system that functions as a “repository” of learnings/lessons learned (consolidating all the lessons learned and lessons learned from the different funds). Then, a systemic way of mapping these learning considering the value proposition of different funds will be necessary to concretely guide future developments. In the case of Armenia, innovative approaches in volunteer engagement, digital transformation, and financial sustainability should guide future initiatives.
- IFRC should support National Societies to strengthen their focus on sustainability, leveraging IFRC funding mechanisms to build robust systems that adapt to changing needs and environments.

IFRC and its leadership plays a pivotal role in guiding National Societies (NSs) toward sustainable growth and resilience. **By fostering synergies across funding mechanisms, the DREF can serve as a foundation to align lessons from short-term emergency responses with broader NSD strategies.** At the same time continuous development can support more effective emergency response operations as well.