

Programme update 2007



International Federation
of Red Cross and Red Crescent Societies

Delivering the Federation of the Future

Appeal No. MAA00007

Programme Update No. 3

6 August 2007

This report covers the period of 01/01/07 to 31/06/07 of a two-year planning and appeal process.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



The International Federation Warehouse in Yogyakarta, Java, Indonesia. British Red Cross Logistics ERU running the warehouse. The Indonesian Red Cross (PMI) - backed by the International Federation - has launched a massive humanitarian relief operation in response to an earthquake which caused widespread destruction around Yogyakarta city on Java island on 27 May 2006. © Olav A. Saltbones/International Federation

In brief

Programme summary: The Framework for Action, which is the action plan for the Federation of the Future, is in implementation phase. The Secretariat is adopting the operating model and programming approach to the recommendations of the Federation of the Future. National Societies are progressively aligning their regional and local strategies to the Federation of the Future decisions.

The first objective of this appeal is to coordinate the implementation and the monitoring of the Framework for Action. During the first part of 2007, importance was given to the dissemination of the Federation of the Future outcomes in the European, Americas Regional Conference as well as other regional and country meetings such as Mediterranean Conference and Arab Country's Conference.

Support was provided to the new Secretariat zonal structures as well as National Societies in the process of alignment of work plans for 2008-2009.

The main priority of the second objective has been to support the implementation of the new operating model of the Federation. Focus has been on rolling-out Operational Alliances, whereby partners jointly assess, plan, implement, monitor and measure the performance of a country-based programme to enhance the capacity of National Societies so as to achieve greater impact for vulnerable communities. The Federation, in consultation with National Societies, has been defining support needed for National Societies networks and centres. Efforts to improve Movement coordination in disasters and support to National Societies' Cooperation Agreement Strategy (CAS) processes are ongoing.

Objective three was recently added to this appeal. It aims to strengthen the skill base of the Federation secretariat and delegation managers, through an assessment of defined management competencies and revision of the recruitment system and rotational basis. Focus has been on strengthening the capacity of Secretariat staff to enable them to support the National Societies in delivering the Global Agenda. This report outlines a number of activities in that direction.

Needs: Total 2006-2007 budget CHF 2,458,930 (USD 2,072,716 or EUR 1,500,622) out of which 80 per cent covered. [Click here to go directly to the attached financial report.](#)

No. of people we help: The programme is supporting a total of 185 National Societies.

Our Partners: Our main partners are National Societies and Secretariat Delegations. The Federation of the Future team, as part of the Planning Monitoring and Evaluation Department also works with One World Trust, Gallup International, and the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP).

Progress towards objectives-by sector

Objective 1: Coordinate the implementation of the Federation of the Future's Framework for Action.

The results of "Our Federation of the Future" process have been shared with National Societies through:

- The publication of the Final report of the "Our Federation of the Future" process in Russian;
- The FedNet pages that are available in all the official languages;
- Briefings given to the leadership of National Societies from regional and country delegations. Briefings were also given to more than 200 people from governance or senior managers of National Societies, during their visits to the Secretariat.

As a part of the "Our Federation of the Future" management process, the Governing Board established a High Level Advisory Group (HLAG) as a governance body responsible for monitoring the implementation of the Framework for Action. The "Our Federation of the Future" support team, provides technical support to the HLAG in various ways:

- In its meetings, the team supported the HLAG members to agree on a common and shared understanding of the outcomes of the "Our Federation of the Future" process and the necessary steps for monitoring and implementation as well as on the processes and tools necessary to monitor the implementation of Framework for Action;
- Interventions from HLAG and "Our Federation of the Future" were conducted during the European Conference, Mediterranean Conference as well as the Arab Secretariat General Assembly;
- The Secretariat has developed mechanisms for gathering data from National Societies in the areas of the Global Agenda and Framework for Action that will serve as baselines for future scale up of activities.

Objective 2: Promote and improve cooperation and coordination policy, processes and practice within the Movement.

The Framework for Action underlines the importance of a comprehensive framework for cooperation to support the new operating model of the Federation. The CAS is the basic coordination process that - at country level - aligns needs, National Societies capacities and priorities and the support received from partners. New CAS guidelines and a toolkit are being translated and printed to be dispatched to all National Societies and Federation offices in the coming months. Support related to CAS processes is also being provided in dozens of countries.

Operational Alliances, as part of the Secretariat's new operating model, are being established at country level. A group of Operational Alliances advisors has been recruited to support Operational Alliances processes. Assessments have been completed in Sudan, Palestine, Yemen and Nepal, and the partners are working on developing and implementing programmes together so as to utilize their collective resources more effectively. Assessments have been undertaken in Kyrgyzstan and Haiti and follow-up steps have been agreed upon. In Russia, discussions are being held regarding the modernization of the child welfare programme to enhance interest from partners and donors. An Operational Alliance meeting has been planned for the Democratic Republic of the Congo in September. Discussions are being held with zones and their National Societies regarding including additional countries in the Operational Alliances process.

The importance of supporting National Societies networks is emphasised in the Framework for Action. To further strengthen this work, a broad consultation of existing Red Cross Red Crescent networks and centres has taken place and a report with conclusions has been produced. Some of the key issues highlighted by the report included:

- Centres and networks are contributing to Strategy 2010 and Global Agenda goals;
- This success is largely dependent on the relevance of their work to National Societies and National Societies ownership;
- The need for definition and consistent use of terminology to avoid confusion;
- A need for a clear framework of principles and procedures for Federation Resource Centres is required;
- The need for integrating the work of networks and centres into Global policy and strategy processes;
- The designing of a guide for best practice for networks.

The report was well-received by the Governing Board as well as the development and youth commissions. The Movement Cooperation team is in the process of following up on the conclusions and Governing Board decisions.

The Federation's handbook on "*Coordination in International Disaster Response*", while remaining in draft form, is being developed into training modules and is being integrated into existing disaster management workshops. Elements of the handbook were shared in the Mozambique floods operation and in the review of coordination activities in the Kenya floods operation. It has also been used to ensure that coordination between Movement partners is included in the upcoming guidelines on "*National Disaster Preparedness and Response Mechanisms*" and into the draft guidelines on "*Disaster Response and Contingency Planning*". The Movement Cooperation website on FedNet has been updated to better provide information to National Societies on cooperation and coordination issues.

Constraints

While the work within the area of Movement Cooperation is progressing according to the overall objectives of the Framework for Action, some specific aspects, such as follow-up of the networks and centres study and start-up of specific operational alliances have been delayed, partly due to late confirmation of funding and the delay in implementation of the new Federation structure.

Objective 3: A human resources strategy to strengthen the volunteer and staff base of the International Federation.

The objective of the secretariat within the human resource management area is to lead and coordinate a coherent human resources strategy for the Federation, including supporting the development of National Society staff and volunteers as part of its capacity building strategy and promoting a coherent approach with National Societies working internationally to recruit and train highly qualified staff for international assignments. To achieve this, a number of tasks are being carried out:

Task 1: Develop the methodology, processes and materials that will enable the Federation to assess more effectively the capabilities of internal and external candidates with the potential to support disaster management operations more effectively. The main focus will be on delegation managers, disaster operations managers and other emergency response personnel such as logistics and recovery delegates, among others.

- Success dimensions involving directors, job holders, clients (including National Societies), subordinates and peers have been developed and agreed upon. The manager dimensions have been published and subsequently used for assessment purposes.
- An assessment centre for delegation managers has been designed and materials for the three exercises (structured behavioural interview, in basket and analysis/media interview) have been developed, tested and used.
- Eight Federation and National Society directors, managers and staff have been trained in the use of the assessment centre methodology and the new Red Cross Red Crescent materials. They have subsequently undertaken assessments.
- Four assessment centres involving 36 applicants have been run, and 14 appointments have been made based on the outcomes of the regional head and deputy posts.
- Formal feedback processes suggest that the assessment exercise has been very well received by assessors and those being assessed as a major improvement on previous practices. Results-based reviews indicate concrete differences between those that were “successful” and those “not successful.”
- A training needs assessment for successful and unsuccessful candidates has been prepared. This will form the basis for the planned training and development programmes. The candidates who requested development feedback have received the information.
- The Human Resources Strategic Advisory Group (HRSAG) has reviewed the outcomes of the exercise and is happy with the progress made and support the extension of use of the assessment tool for other categories.

During the rest of this year, assessment development will focus on “emergency response leaders” and operational managers. Further assessment centres will be run for delegation managers as posts come up.

Task 2: The development of comprehensive and professional induction materials for the Federation secretariat that can also serve as the “Federation” element of induction programmes throughout the Movement. The development will support the planned reforms of the Basic Training Course (BTC). Ongoing administration and running of the programme will be covered within normal secretariat budgets.

- A project advisory group made up of six PNS representatives, one ONS, the ICRC and the Federation has been established.
- The first meeting was held in early May to determine the content and methodology of the General Movement Orientation Programme (GMOP).
- A consultant was engaged to initiate implementation of the recommendations and, the drafting of module script was expected to start in early July.

- First contacts have been made with IT specialist to discuss IT requirements. Time schedule for IT development of the programme will be known when the detailed module script is out, possibly in August.
- The programme aims to present a pilot core programme to human resources seminar which will be held in end September.

Task 3: The development of three “one week” modules to develop the skills of Federation managers, particularly the Federation managers in the field. The modules will be designed to maximize Federation effectiveness in the key areas.

Due to the rapid progress in the area of assessment centres for delegation managers, focus has been shifted to the development needs of managers; as identified in the assessment process.

Task 4: Make the appointment of local and regional professional staff a legal and economic reality by developing the remuneration and benefits and contracting support that will enable more relevant and effective support to disaster management operations from these cadres of staff.

The first half of 2007 involved scenario planning on the potential legal and payment solutions to this long standing problem. By the beginning of June, consensus had been gathered around a new approach capable of conversion into concrete procedures. The following activities have been accomplished so far:

- Survey of existing payment and contract “regional” systems in operation inside and outside the Federation;
- Human resources and legal research into alternative approaches and agreement on the best potential approach;
- National Societies consultations on the suggested approach, leading to further refinement of the selected option;
- Consultations with field managers and Federation executive directors on the proposed approach.

The outline financial modelling of the approach and the development of a “pros” and “cons” paper were discussed with members of HRSAG in June. The programme is now well-placed to move ahead with the detailed legal, remuneration and benefits work involved in the project. In addition, proposals from a suitable specialist have been welcomed.

Conclusion

The Federation of the Future is a Governance-led process and the Secretariat has an important role to play in providing the necessary support to the Governing Board of the Federation in order to fulfill its role. The implementation of the Federation of the Future programme is a challenging task and requires full cooperation and support from the 185 National Societies and the Secretariat in order reach the goals set in the Global Agenda by 2010.

One important conclusion from the Federation of the Future process was that the Federation and the Movement need to enhance its cooperation to be able to reach vulnerable communities in an effective and efficient way. The progress done to develop Operational Alliances is an essential part of this and will contribute to building the new operating model. This new development builds on experience and links to the CAS process that continues to be a basic coordination tool for National Societies. In addition, the new operating model underlines the importance of disaster management which needs to integrate a well-functioning coordination mechanism. Learning from recent disasters is now being translated in practical methods and tools for the Movement to improve its effectiveness in reaching disaster-affected communities.

Federation-wide approach in the management of the human resources, volunteers and staff is a crucial ingredient in the successful implementation of Federation of the Future. Human resources are a key resource for the Federation in the efforts of achieving Global Agenda goals and scaling up our action.

Constraints

The implementation of objective three is generally on schedule. However, due to delays in financial support, few activities planned for 2007 are expected to be carried forward and be implemented in the first quarter of 2008.

Working in partnership

The development of the Operational Alliance concept and its practical roll-out has been done in close consultation with National Societies. An advisory group, consisting of National Societies representatives met in February. Based on learning from previous years, communications documents were revised and the criteria for selection of Operation Alliance countries were updated and, the content of a handbook/manual is being discussed. The consultation on National Societies networks and centres involved people from a wide geographic and programmatic range.

Contributing to longer-term impact

The ownership and commitment of the National Societies has enabled the membership to more effectively plan and implement the Framework for Action, promote the Vision and Values Statement, and provide realistic targets for reaching the Global Agenda goals within their own National Societies. The ongoing engagement of the Secretariat and delegation staff in the Federation of the Future implementation process with National Societies ensures that there is collective support and a common direction to implementing Strategy 2010 and in achieving the Global Agenda.

The focus of objective three is to enable managers to support the National Societies in the implementation of the Global Agenda. The appointment of the Head of Zones took into consideration the gender aspect and thus, at the end of that process, the gender balance improved at managers' level in the Secretariat. The HRSAG has finalized a set of human resources principles for the Movement and expect to have them adopted in General Assembly and Council of Delegates.

Looking ahead

The Federation of the Future support team ensures that the different initiatives developed by the Governing Board, National Societies and the Secretariat to implement the Framework for Action are coordinated and aligned. Specifically, the Federation of the Future team will:

- Document, promote and share learning and good practice in implementing the Framework for Action with National Societies, including regional and technical networks.
- Support pilot National Societies and help them adapt to the Federation of the Future spirit to their local contexts.
- Facilitate the development of a monitoring, evaluation and accountability framework for the Secretariat and National Societies.

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International Federation of Red Cross and Red Crescent Societies

MAA00007 - DELIVERING THE FEDERATION OF THE FUTURE

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2006/1-2007/06
Budget Timeframe	2006/1-2007/12
Appeal	MAA00007
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget					2,458,930	2,458,930
B. Opening Balance					201,557	201,557
Income						
<u>Cash contributions</u>						
DFID Partnership					866,635	866,635
Swedish Red Cross					381,784	381,784
C1. Cash contributions					1,248,418	1,248,418
<u>Outstanding pledges (Revalued)</u>						
DFID Partnership					531,626	531,626
C2. Outstanding pledges (Revalued)					531,626	531,626
<u>Reallocations (within appeal or from/to another appeal)</u>						
DFID Partnership					-25,000	-25,000
C3. Reallocations (within appeal or from/to another appeal)					-25,000	-25,000
C. Total Income = SUM(C1..C6)					1,755,044	1,755,044
D. Total Funding = B + C					1,956,601	1,956,601

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance					201,557	201,557
C. Income					1,755,044	1,755,044
E. Expenditure					-864,224	-864,224
F. Closing Balance = (B + C + E)					1,092,377	1,092,377

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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance	
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation			
A							B	A - B	
BUDGET (C)							2,458,930	2,458,930	
Land, vehicles & equipment									
Computers & Telecom						2,421	2,421	-2,421	
Total Land, vehicles & equipment						2,421	2,421	-2,421	
Transport & Storage									
Distribution & Monitoring						531	531	-531	
Transport & Vehicle Costs						49	49	-49	
Total Transport & Storage						580	580	-580	
Personnel Expenditures									
International Staff Payroll Benefits	451,900					346,869	346,869	105,031	
Consultants	748,800					220,609	220,609	528,191	
Total Personnel Expenditures	1,200,700					567,479	567,479	633,221	
Workshops & Training									
Workshops & Training	637,750					73,634	73,634	564,116	
Total Workshops & Training	637,750					73,634	73,634	564,116	
General Expenditure									
Travel	180,000					49,016	49,016	130,984	
Information & Public Relation	257,000					89,119	89,119	167,881	
Office Costs	18,700					19,268	19,268	-568	
Communications	4,950					2,138	2,138	2,812	
Financial Charges						318	318	-318	
Other General Expenses						4,079	4,079	-4,079	
Total General Expenditure	460,650					163,937	163,937	296,713	
Program Support									
Program Support	159,830					56,175	56,175	103,656	
Total Program Support	159,830					56,175	56,175	103,656	
TOTAL EXPENDITURE (D)	2,458,930					864,224	864,224	1,594,706	
VARIANCE (C - D)						1,594,706	1,594,706		