

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Effective cooperation within the Movement

Appeal No. MAA00033

19/08/2008

This report covers the period 30/01/2008 to 30/06/2008.



The Yemen Operational Alliance Agreement was signed in Geneva on 31 May 2008. **International Federation.**

### In brief

**Programme purpose:** The overall objective is to develop and implement a comprehensive framework to support effective cooperation within the International Federation and the Movement. The Movement Cooperation Programme will contribute to action points six, seven and eight of the Framework for Action.

The Movement components work, coordinate and make joint decisions through different cooperation arrangements: partnership meetings, regional networks, regular coordination meetings at country level, Cooperation Agreement Strategy (CAS) processes, Operational Alliances and a number of other cooperation and coordination initiatives. The development and continued functioning of these cooperation arrangements are supported through training, coaching and access to practical tools such as guidelines on cooperation, training modules and agreement templates that aim to strengthen partners' cooperation skills.

**Programme summary:** The Movement Cooperation programme comprises policy work on cooperation, tool development for specific partnerships, and coordination work complemented by training and the coaching of staff to facilitate in-country, regional and zonal cooperation matters. Specifically, for Operational Alliances (OA), CAS and coordination in disasters, the unit provides human resource support, training and tools to support Operating National Societies in conjunction with zonal staff. The unit also supports the zones in their support to networks through the development of guidelines and technical advice.

**Financial situation:** The total 2008 budget is CHF 1,530,963 (USD 1,458,000 or EUR 941,000), of which 75 per cent covered.

[Click here to go directly to the attached financial report.](#)

With regards to expenditure, the training/workshops budget line will be spent in the second half of the year as the first half of the year has focused on the planning of these activities.

**No. of people we help:** The Movement Cooperation Programme supports others within the International Federation secretariat to achieve their goals. Zonal staff are the main target group of the programme. The Cooperation programme provides the necessary policy framework, tools, training and coaching to support this group to work with National Societies in developing cooperation and coordination arrangements. This has involved working directly with country/regional representations or National Societies in agreement with the relevant zone office. Services are also provided to Participating National Societies, for example, regarding cooperation arrangements, providing programme agreements, etc. The policy development work and the cooperation with the International Committee of the Red Cross (ICRC) has involved liaison with various target groups at country, zonal or global level within the International Federation or the wider Movement.

For Operational Alliances, a manual has been finalized, and has been disseminated electronically to zonal and regional offices, and National Societies at the country level. Ongoing support has also been provided by the Movement Cooperation Unit (MCU), in conjunction with, zonal offices and country heads of delegation (HoD) to the National Societies of Nepal, Sudan, Yemen, Palestine, Kyrgyzstan, Haiti, and the Democratic Republic of the Congo (OA pilot countries). In addition, financial support has been provided from the MCU to the Cambodian Red Cross Society in designing an OA for a long-term Disaster Management (DM) strategy.

For Movement Cooperation in Disasters: Direct support, through advice and provision of tools for promoting coordination, has been provided to the following operations: the Southern Africa floods, East Africa Food Security, Myanmar, China, Sri Lanka and High Food Prices. Training on the Seville Agreement has been provided to 27 National Society staff, 25 new delegates and 10 International Federation staff in Geneva.

During the first six months of 2008, the Movement Cooperation Unit provided support and coaching on the CAS process to 23 International Federation staff working in zonal, regional and country representations.

To promote and support the work of the Red Cross/Red Crescent networks, the unit developed guidelines for International Federation networks available to secretariat staff and National Societies on Fednet. Seven disaster management network focal points benefited from advice on the development of proposals for network activities funded by the UK Department for International Development (DFID).

**Our partners:** The overall aim of the programme is to improve the impact of cooperation within the International Federation. To this end, the MCU is working with National Societies on a number of initiatives. Through the Operational Alliances Advisory Group, National Societies are providing strategic advice on the roll out of Operational Alliances. The Africa 8 group of National Societies is contributing to the development of tools for measuring relational and organizational dimensions of cooperation between International Federation members. Through the Code of Good Partnership Group, the Movement Cooperation Unit is working with ICRC and a number of National Societies to define the key principles that should guide all Movement relationships. In collaboration with the ICRC, the Unit is guiding the monitoring of the implementation of the Seville Agreement and Supplementary Measures. MCU is working with a researcher who has extensive experience studying the partnership practices of northern and southern organizations. This independent researcher is collaborating with the unit to support the learning process of members who will be

contributing to the Cooperation Learning Conference in September 2008. In addition, MCU is strengthening partnerships in disaster response through the promotion of coordination frameworks which include the Operating National Society, the Partner National Society, ICRC and the International Federation.

## Context

The Federation of the Future process<sup>1</sup> which followed the mid-term review, concluded that a new operating model was needed for the International Federation to be able to achieve the Global Agenda goals as adopted by the General Assembly. Cooperation and coordination activities underpin the New Operating Model. These activities are part of the core membership services, mainly the three services that aim at nurturing global and regional partnerships, facilitate networking, and enable relationship management within the Movement. The approach for the development of Global and Operational Alliances aims to create effective partnerships that enhance the use of resources, increases the capacity of National Societies and thus increases the impact on beneficiaries. Within the area of disaster management well-functioning coordination between Movement components is instrumental for an effective response.

During the first quarter of 2008, members of the unit contributed to the development of a document outlining the New Operating Model, its components and inter-linkages.

The zonal structure is increasingly being consolidated, and it has become clear that Movement Cooperation issues within the zonal offices are to be the responsibility of the deputy head of zone. This has enabled a coordinated approach on planning to meet the needs of the zonal personnel during 2008.

During the end of 2007 and the first quarter of 2008, a review of Movement Cooperation within the International Federation was undertaken. It focused on how the New Operating Model of the International Federation and ICRC's new strategic focus on Operating National Societies' influences priorities, working approaches, and the organizational function and structure of Movement Cooperation within the International Federation. The review has been finalized and the recommendations are currently under consideration. This review is not expected to impact on the activities planned for the rest of 2008, but may impact on activities outlined for 2009. These will be reflected in the 2009/2010 plan.

## Progress towards outcomes

### Outcome(s)/Expected result(s)

**Policy, guidelines and agreements for cooperation aspects within the New Operating Model are available and known.**

The guidelines for the Red Cross/Red Crescent networks have been developed based on consultations carried out with secretariat network focal points and network members in early 2007. The guidelines have been developed to support best practice in Red Cross/Red Crescent networks and are available to all National Societies on FedNet. The guidelines are a resource for current network participants, National Society staff who may start or join a network in the future, and National Society leaders making strategic decisions about network participation.

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<sup>1</sup> The Federation of the Future process followed the Mid-term Strategy 2010 review and defined how the International Federation was going to work more effectively as a Federation and as a Movement to achieve its mission of alleviating human suffering.

A draft Memorandum of Understanding (MoU) for the Seville Agreement and its supplementary measures has been developed and will be finalized after feedback is received from the zonal offices.

A process has been outlined for the development of the Code of Good Partnership to be presented to the Council of Delegates in 2009. Ongoing work relates to consultations on the content and monitoring of the Code.

**Human resource support, training and tools to support Operating National Societies to develop OA and CAS are provided to the zones.**

**Training to the zonal offices:** During the reporting period, the MCU has been developing modules and planning for a CAS/OA training programme to be held in October 2008 for zonal staff. This training will develop a pool of CAS and OA facilitators with competencies in partnership building skills, that can be mobilized to provide support for OA and CAS processes.

**The OA Manual:** Apart from the financial reporting guidelines, the OA manual has now been finalized, and is available on FedNet. The manual has been written for an Operating National Society's governance and management. Part A provides a practical step-by-step approach to explore, build, implement and maintain OA. Part B provides detailed guides to help practitioners plan, manage and review OA. Part C provides useful tools and templates that have been used in OA pilot countries.

As mentioned above, during the first six months of 2008, the Movement Cooperation Unit provided support and coaching to 23 International Federation Staff working in zonal, regional and country representations on the CAS process. This included support to:

- analyze cooperation strengths and challenges in country and regional contexts;
- develop appropriate processes for improving country and regional cooperation;
- identify and make visible power imbalances between partners;
- establish more open dialogue between partners, building consensus and commitment to common goals;
- prepare and facilitate partnership and coordination meetings;
- coach National Society CAS focal points and management and governance leaders;
- draft cooperation strategies; and
- monitor the relational and the organizational dimensions of partnerships.

**Enhanced understanding of networking as a working method for National Society knowledge sharing.**

The 2008 DFID funding for networks is supporting the seven zones to develop and implement DM network activities. Through this initiative the Movement Cooperation Unit is capturing learning about the added value of networks in facilitating the exchange of knowledge, experience, good practice and ideas between members to support the improvement of National Society programmes and services.

In this section of the report we highlight the outcomes from the Middle East North Africa (MENA) and the West and Central Africa zones. As can be seen from these two examples, DM networks provide a forum for issues to be discussed, summarized, and acted on. They also provide a forum for International Federation policy and wider developments to be communicated to practitioners in National Societies. The peer-to-peer activities which have emerged from the informal culture of contacts and exchange established through the MENA network demonstrate the solidarity created through networking.

In MENA, the activities funded by DFID in 2007 and 2008 have resulted in a strengthened and more focused disaster management network. In 2007, the disaster management coordinators came together to redefine the priorities of the network and agree on a common action plan. Common training in contingency planning and disaster risk reduction was one of the priorities identified. The 2008 DFID funding has been utilized to cover the costs related to this training. A number of follow-up peer-to-peer activities have arisen out of these two face-to-face meetings: three National Societies are jointly planning for earthquake preparedness and response, another three National Societies will jointly take part in launch of the UN International Strategy for Disaster Reduction (ISDR) platform, six National Societies are taking part in shelter cluster leader training, and the Morocco Red Cross Society is translating resources from French to Arabic so that other members of the network can have access to these materials.

In West and Central Africa, the disaster management network organized a follow-up meeting of the climate change and food security sub-network. In the first six months of 2008, the network has secured the receipt by email of seasonal, monthly and decadal climatic data from the Centre africain des Applications de la météorologie pour un développement durable<sup>2</sup> (ACMAD). This data will be used by the members of the DM Network for contingency planning. On behalf of the network, the International Federation is in discussions with CILSS<sup>3</sup>/AGRYMETH<sup>4</sup> for the joint development and delivery of training in the interpretation of climatic data for National Societies. CILSS/AGRYMETH is also interested in providing on the ground technical support to National Societies for the development and implementation of community food security activities.

**Tools to support disaster responders to integrate Movement Coordination in international disaster response are available to National Societies and zones/ DMUs.**

Tools to support International Federation coordination with Movement partners have been developed and are being tested on-the-spot in operations. These include Movement Coordination Frameworks, model MC job descriptions, joint statements and agreements, templates for mapping partner resources and competencies, and information/communication with partners. During the second half of 2008, these tools will be made available on FedNet and the Disaster Management Information System (DMIS).

**Improved coordination with ICRC on country and Geneva level.**

Joint collaboration continues to take place in Geneva to monitor and support a coordinated Movement approach to capacity building and international disaster response in the field, and on global trends and issues. This is delivered through training on, and monitoring of the implementation of the Seville Agreement and Supplementary Measures; promotion of joint planning and coherence at all levels of the two institutions in common programmes; and through joint statements on key global issues and large disasters.

In addition, ICRC and the International Federation jointly designed and facilitated the Participating National Societies information meeting in June 2008 that focused on follow up from the Statutory Meetings of 2007, with a special focus on migration. Outcomes from this meeting will be utilised to inform policy development.

## **Achievements**

- Finalization of the Operational Alliance manual.
- Development of joint communications with ICRC.

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<sup>2</sup> African Centre for Meteorological Applications for Development

<sup>3</sup> Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel (Permanent Inter-State Committee for combatting drought in the Sahel region)

<sup>4</sup> Specialised technical centre attached to CILSS which focuses on providing training and advisory services around food security and better management of natural resources in the Sahel region

- Completion of the Movement Cooperation review and OA pilot phase evaluation to inform future MC work.

## Constraints or Challenges

Whilst the consolidation of the zones is increasingly being achieved, there remain challenges in terms of recruitment and resources for key Movement Cooperation positions in the field to support country level processes. In addition the competencies of the staff require further development in terms of facilitation and coordination. It is anticipated that the CAS/OA training will help towards addressing the issue.

## Working in partnership

**The OA Advisory Group:** Key participants from the Partner National Societies' headquarters, National Societies implementing OA, and secretariat staff from the zones met in April 2008. The group analyzed the findings from the external evaluation, and reported their recommendations to improve the global roll out of OA to the Secretary General. The group has also continued to develop best policy and practice to further develop the OA model and tools for National Societies.

In addition, the MCU has been cooperating with the Global Alliances team to develop an important tool for practitioners (under both OA and Global Alliances) to measure progress under the "Seven Ones" framework.

**The Code of Good Partnership (CoGP):** Aims to establish principles for partnerships between members of the International Red Cross and Red Crescent Movement. Specifically targeting National Societies, the International Federation and the ICRC, the draft CoGP is based on lessons learnt from working together, the Fundamental Principles, Statutes of the Movement and Movement policies. A small network has been formed to move the process forward and the MCU is the representative of the International Federation in this network. A final draft will be presented as a resolution/recommendation to the Council of Delegates in October 2009.

## Contributing to longer-term impact

### The OA Evaluation

Following the findings at the September 2007 OA advisory group meeting, the group informed the Secretary General that there was enough learning from the pilots to move towards a broader roll out of the Operational Alliances in 2008. It was then agreed that an evaluation of the pilot phase be commissioned to ensure learning for the broader roll-out strategy. The evaluation was commissioned in late 2007 and reported in March 2008.

This evaluation found that in Nepal, Palestine, Sudan and Yemen (the four pilot countries at the early implementation stage), the OA process had already resulted in improved cooperation and coordination between Movement partners, whilst increasing the potential for greater programme impact of Federation-wide support to meet the Global Agenda goals:

- The OA is positioning the Operating National Society more in the "driving seat" to implement its own strategic priorities, and improve the accountability and transparency of the Partner National Society.
- The alignment of joint planning and reporting systems, despite the extra management time involved, shows strong potential for reducing the burden on an Operating National Society, while increasing the collective impact of Federation-wide support.

## Cooperation Learning Conference

The MCU has been planning a Cooperation Learning Conference which will take place from 15 to 18 September, 2008. This conference will bring together representatives from 25 National Societies, the secretariat, (country-level, regional and zonal teams), and the ICRC to: (i) showcase learning from National Societies on how CAS and OA have improved cooperation, (ii) identify how further linkages and synergies can be developed between CAS and OA in the future. The unit has consulted with the zonal offices on the aims and methodology of the conference. This conference will aim to improve the International Federation's cooperation policy and practice, including the future application of CAS and OA, and the strengthening of linkages between them.

Cooperation and coordination lessons learned from three disaster relief operations (Kenya floods, Asian Tsunami, and Mozambique Floods) have been shared with disaster managers in the Southern Africa floods, East Africa Food Security, and the Myanmar cyclone.

The review of Movement Cooperation in general was completed during the first half of this year. The review recommends a more strategic approach to working within the International Federation with Operating National Societies and with ICRC, and increased liaison with external experts on cooperation. The recommendations will be considered in the coming months and may impact the work of the Movement Cooperation Unit in 2009.

## Looking ahead

- The work for the first half of 2008 has closely followed the plan for this period. All activities for 2008 are on track and it is unlikely that planned activities will change. However, the considerations of the International Federation senior management on the outcomes of the Movement Cooperation Review may impact the ways of working and objectives outlined for the unit in 2009.

How we work	
The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".	<b>Global Agenda Goals:</b> <ul style="list-style-type: none"><li>• Reduce the numbers of deaths, injuries and impact from disasters.</li><li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li><li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li><li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li></ul>
Contact information	
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