

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

INTERNATIONAL COOPERATION

18 August 2003

Appeal No. 01.101/2003; Appeal Target: CHF 492,513

Programme Update No. 1; Period covered: January – June, 2003

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries.

For more information: www.ifrc.org

In Brief

Appeal coverage: 72.7%; See attached Contributions List for details or the Federation's website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/1-2-3%20-%20ap0110103.pdf

Outstanding needs: CHF 134,246

Related Emergency or Annual Appeals: See www.ifrc.org under "where we work."

Programme Summary: The Coordination Department was engaged in a change process during the first half of 2003. It is now part of the Federation's Organisational Development and Partnership Department. Further work to ensure mechanisms are in place is necessary to effectively meet the objectives outlined in this Appeal.

On the basis of experience gathered during the past two years, the guidelines for the Cooperation Agreement Strategy (CAS) were updated and shared through the CAS website (<http://quickplace.ifrc.org/cas>), as well as with delegations and National Societies actively involved in CAS discussions. Marked "work in progress" the plan is to have a more comprehensive update of these guidelines towards the end of 2003, so that they become a practical guide for National Societies and delegations on how to engage in collaborative processes of cooperation.

A draft version of the International Federation's policy on *Capacity Building and Development Cooperation* was shared with the Development Commission at the end of May. This policy will replace the Development Policy and the Development Cooperation Policy.

Overall Goal: This global programme aims to build new and more cooperative ways of working to achieve strong National Societies delivering high quality services to the vulnerable populations in their countries.

Objective: To achieve more effective cooperation and coordination among National Societies and Secretariat delegations in international assistance programmes.

Progress/Achievements (activities implemented within this objective)

A draft version of the International Federation's policy on *Capacity Building and Development Cooperation* was shared with the Development Commission at the end of May. This policy will replace the Development Policy and the Development Cooperation Policy.

This policy will function as a framework of collective and individual responsibilities of a National Society working within its own jurisdiction, National Societies working outside of their respective jurisdictions, and the Federation Secretariat.

Based on the guidelines provided therein, the Secretariat is taking the initiative to identify and propose key roles for the Federation Secretariat and the membership. A Cooperation Working Group, initially made up of Secretariat staff, is currently being formed to study and propose what the Secretariat's cooperation services should be. It will then be expanded to include Federation-wide members to study and propose by December 2003, the implications of the revised *Capacity Building and Development Cooperation Policy* on the role of all partners in development cooperation. The working group will also provide an overview of the implication of these roles on costs and activities.

Secretariat job descriptions for core and non-core field positions are being reviewed, revised and finalized. The revised job descriptions will better reflect the key Secretariat objectives, particularly around support to National Society capacity building, cooperation and coordination, and international representation.

Within the Federation's new planning guidelines (2004-07), clear guidance has been given to all Federation delegations on their coordination roles vis à vis National Societies.

A training module for Secretariat staff on facilitating and negotiating Federation cooperation methods has been developed and will be piloted 22-24 September in Geneva.

For the third consecutive year, the Federation and ICRC are sending joint planning guidelines to all delegations to ensure better and on-going capacity-building planning with National Societies. Experience is showing that the guidelines are contributing to improved and coordinated approaches to working with National Societies. A copy of the draft letter is attached for your information.

A survey on Red Cross/Red Crescent partnership meetings is being drafted for National Societies and Federation delegations to determine whether improvements have been made in the organization and management of partnership meetings since the first survey was conducted in 1996 amongst major participating National Societies. The survey is expected to be completed and distributed in June 2003.

A New Model Service Agreement with standardized terms and conditions was presented to the December 2002 Informal Consultative Group (ICG) in Bern. The model service agreement will be piloted for the year 2003. Since December, this new model has been negotiated with at least four National Societies. A revised version was circulated at the PNS Meeting in May, as well as the newly developed pricing mechanism and price lists.

Impact

- Delegations are beginning to better understand their coordination role. Participating National Societies are starting to better clarify their own roles through using the three primary models of cooperation.
- Partnership meetings are geared towards serving as a forum for planning strategically, coordinating, analyzing and monitoring progress on strengthening capacities of National Societies and for providing the most effective services to vulnerable people.

Constraints

The Coordination Department was engaged in a change process during the first half of 2003. It is now part of the Federation's Organisational Development and Partnership Department. Further work to ensure mechanisms are in place is necessary to effectively meet the objectives outlined in this Appeal.

Objective: To establish a baseline understanding of current cooperation practices in the Red Cross/Red Crescent and their impact on building sustainable capacity of National Societies.

Progress/Achievements (activities implemented within this objective)

Now planned to take place in the second half of the year, a draft terms of reference for a proposed review of current cooperation practice within the International Federation has been produced and shared, in the first instance with a number of delegations.

The study will aim to draw lessons from recent experiences in humanitarian and development cooperation both within the International Federation and in other membership organizations with similar cooperation issues. The purpose of the study is to understand the range of different cooperation and partnership models being employed, the advantages and disadvantages of each, and serve as a means for identifying good practices. The study, as part of the implementation of the *Strategy for Change*, will result in recommendations for improvements to be made in the Secretariat's role with facilitating cooperation, and the development of the next generation of tools to support cooperation within the International Federation. As well as identifying good practice so that this can be disseminated and built on by National Societies and the Secretariat.

The study will also serve to establish a baseline that describes the current range of cooperation practice within the International Federation, and the impact that it has on building sustainable National Society capacity. It will enable the Federation to put in place a number of core indicators against which progress in realising the objectives of the third strategic direction of *Strategy 2010* can be measured in four to five years time.

Impact

The impact will be reported on in Programme Update no. 2, following completion of the study. Impact will continue to be monitored in the years to come.

Constraints

None

Objective: To have supported the facilitation of inclusive CAS (Cooperation Agreement Strategy) processes resulting in high quality CAS documents that form the basis of cooperation between all Movement partners working to support the strategic priorities of individual National Societies.

Progress/Achievements (activities implemented within this objective)

For the first time in 2003 a core position to support CAS was included in the structure of the Secretariat in Geneva. The recruitment process took place during the reporting period, and the successful candidate scheduled to begin in July 2003.

On the basis of experience gathered during the past two years, the guidelines for CAS were updated and shared through the CAS website (<http://quickplace.ifrc.org/cas>), as well as with delegations and National Societies actively involved in CAS discussions. Marked "*work in progress*" the plan is to have a more comprehensive update of these guidelines towards the end of 2003, so that they become a practical guide for National Societies and delegations on how to engage in collaborative processes of cooperation.

The experience gained in running the experimental CAS web site during the past two years has contributed to the current development of a Federation-wide extranet site (called "FedNet") that will be launched to coincide with the forthcoming General Assembly in November 2003. The CAS site will become part of this extranet and will be broadened to provide a platform for disseminating and sharing experiences and best practice in the coordination of cooperation.

As mentioned in the activities described above, a number of National Societies have held partnership meetings during the first part of 2003 where the issues of cooperation have been addressed through active debate around the issue of CAS. The CAS office in the Secretariat Geneva has been able to provide support to a limited number of CAS development processes around the world, including Argentina, Ecuador, El Salvador, Ethiopia, Indonesia, Namibia, and South Africa.

Impact

The impact of this objective will be assessed as part of the cooperation study, as well as through the programme updates of the various country level programmes through the global appeal. However, it is clear that impact in this area will be context specific, will vary from National Society to National Society, and is not achieved in months but years of sustained effort.

Constraints

Not having a full-time officer in position to lead direction in CAS has resulted in the delay of a number of planned activities, most particularly the facilitation of a number of cross-regional workshops for CAS focal points. This situation was exacerbated by the impact of organizational change, with the cooperation functions struggling to find their appropriate place as part of the newly formed Organizational Development and Partnership Department.

Another constraint on the development of CAS in a number of countries where it was planned was unforeseen upheaval in the governance and/or leadership structures that these National Societies, leading to the need to redefine the strategic direction of these societies. In such a situation moving into a CAS process is inevitably put on hold.

For further information please contact:

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All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

International Cooperation

ANNEX 1

APPEAL No. 01.101/2003

PLEDGES RECEIVED

19.08.2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

				TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				492'513	72.7%
CASH CARRIED FORWARD				208'267	
BRITISH - GOVT/DFID (04)				100'000	24.02.03 DISASTER MANAGEMENT
NORWEGIAN - RC				50'000	08.04.03 IMPLEMENTATION OF BASELINE
SUB/TOTAL RECEIVED IN CASH				358'267	CHF 72.7%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES						
				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED						
				0	CHF	