ANNUAL REPORT

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

April, 2004

In Brief

Appeal No. 01.101/2003; Appeal target: CHF 492,513; Appeal coverage: 72.7%.
(click here to go directly to the attached Financial Report).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). 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 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's website at http://www.ifrc.org

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Objectives, Achievements, and Constraints

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 1: To achieve more effective cooperation and coordination among national societies and Secretariat delegations in international assistance programmes.

Progress/Achievements (activities implemented within this objective):
The International Federation draft policy on *Cooperation for Capacity Building* was shared with the General Assembly held in November. This policy will replace the Development Policy and the Development Cooperation Policy and will be submitted to the Governing Board for approval in October 2004. The Policy will set the main framework for collective and individual responsibilities concerning cooperation of a National Society working within its own jurisdiction and National Societies working outside respective jurisdictions, and the Federation Secretariat. The completion of this policy will be based on the results from various studies and reviews being carried out in 2004 under the auspices of the Governing Board and Council of Delegates decisions, 2003.

A training module, *Collaboration and Partnership* was developed during 2003 and piloted in February 2004. This module is intended to strengthen skills of National Society staff in negotiating programme support and assistance. It will also strengthen Federation Secretariat staff skills in facilitating field-level cooperation activities *between* the membership. The purpose is to contribute to build partnerships between Red Cross and

Red Crescent members, including the ICRC, and which will result in more efficient and effective services being provided to vulnerable populations. The pilot training included 8 National Societies, 7 Federation staff and an ICRC representative – all of whom were targeted to contribute to the final development and relevancy of the course material. Prior to the training, participants contributed to the development of three cooperation case studies to be used during the training.

The increasing emphasis on improving the Federation Secretariat's coordination role with its membership continued through the year through formal and informal presentations and discussions at partnership and delegation meetings and workshops and through individual discussions with Federation-wide staff.

The new format for Service Agreements went through its first pilot year. Service Agreement were successfully negotiated and signed with American Red Cross, French Red Cross, Spanish Red Cross and Australian Red Cross to name a few. Meetings with ICRC and the eventual harmonization of Service Agreements provisions also continued over the past year. The Federation's looks forward to continuing this momentum and instituting consistent policies and procedures in regards to all Service provision by 2005.

Impact:

- Delegations are increasingly taking on more of a coordination role. National Societies are becoming better clarifying their own roles vis à vis the Secretariat through using the three primary models of cooperation.
- Partnership meetings are 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.

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):

This study was delayed due to the reorganization of cooperation functions within the Federation's Secretariat. With the appointment of a Director of the new Movement Cooperation in early 2004, the scope of the study will be defined to compliment other cooperation studies and reviews of strategies being planned by the membership.

The study will nevertheless 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 and will contribute to the *Federation of the Future* initiative. 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 can be measured in four to five years time.

Objective: To have supported the facilitation of inclusive Cooperation Agreement Strategy (CAS) 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.

The "Country Assistance Strategy" initiative was launched in 1999 to facilitate the development of more strategic Federation Secretariat support to national societies. Since this time, based on Movement experiences in the field, the concept has evolved into a framework for establishing and sustaining long term partnerships within and outside the Movement - a medium for engaging partners in strategic planning for improved cooperation by being involved in analysis, knowledge sharing, resourcing and implementation. In 2001 the name was changed to Cooperation Agreement Strategies (CAS) and reflects the expanded thinking.

Progress/Achievements:

- Full-time Cooperation Officer engaged and responsible for supporting Cooperation Agreement Strategy processes
- baseline survey on perceptions of Cooperation Agreement Strategies within the Movement (analysis provided below)
- establishment of the Cooperation Agreement Strategy site within the new Federation extranet "FedNet" and the *CAS Discussion Forum* on the same site to promote more exchange between communities of practice
- targeted support to cooperation processes and learning captured from Laos, Vietnam, Myanmar, Democratic Republic of Congo, Americas, Russia

Analysis of baseline survey on perceptions of Cooperation Agreement Strategies within the Movement. One hundred and twenty national society, Federation Secretariat and ICRC representatives responded to the following three questions:

Question 1: What is Cooperation Agreement Strategy? The majority of respondents felt that Cooperation Agreement Strategies, whether a new or old idea, was "a good tool" as long as it was not imposed and as long as it was effectively facilitated.

Some interviewees responded in terms of the objectives and potential impact of the Cooperation Agreement Strategy process: "getting everyone strategically onto same page", "a way of operationalizing the Strategy for the Movement, "achieving greater Movement impact on the humanitarian environment", "fixing a RC/RC humanitarian agenda in any territory", "enhancing our global reputation", "and empowering operating national societies to negotiate with donors in line with their strategic priorities" At a more practical level interviewees see the process as: "a way of making decisions on what projects to support, "enhancing the effective of partner resources", and "a process for coordinating the inputs of different partners".

Some processes had been more a funding-focused exercise, with little integrated strategic and operation planning, with donor partners continuing to impose their own agendas or ignoring the process altogether. Host national society respondents often put more emphasis on the process being a way of fundraising and estimating likely donor responses rather than a means of harmonising the RC/RC strategy in a particular country.

Generally, Federation Secretariat staff was more informed than the other categories of respondents. Participating national society respondents were marginally more informed than host national society respondents. This reflects the generally limited time and resources allocated to dissemination and training in national societies. ICRC staff had generally heard about the concept but few had been involved in a real process in the field.

Question 2: Where are we with Cooperation Agreement Strategies today in the Movement? The Movement has far from achieved its vision of Cooperation Agreement Strategies. There is little consistency in how it is done, what or whom it includes, and how it is used. The reasons for this are attributed to a lack of: "coherent messages from leadership", resources to regularise and institutionalise the process. Comments also included:

- confusion between the process and the document and where the emphasis lies for each
- unclear links between the national society strategic plan, the Federation Secretariat strategic and operational plans, the annual appeal and the cooperation agreement strategy.
- process as "too complex and time consuming" with the process rarely reaches dialogue on harmonising strategies.

However, recently initiated processes in Laos, Indonesia, Vietnam, Myanmar, Uganda, Kenya, and Rwanda indicate the process has resulted:

- in a stronger consensus on how to maximise the support provided to the host national society.
- a clarification of the roles between partners.
- the elaboration of more concrete action plans on how coordination services are delivered and which resources are required.
- the necessity for defining indicators for measuring progress against agreed cooperation objectives.
- a harmonisation of partner strategic and operational planning processes.

- an increased capacity of host national societies to manage their annual planning process.
- greater commitment by donor national societies to support organisational development at headquarters level.

3. Where should we go with Cooperation Agreement Strategies in the future? Responses included:

- the CAS concept needed to be reenergised.
- develop of a range of information and education materials.
- revise the current guidelines to be revised to reflect new developments in the field and to make them more user-friendly.
- develop a training manual.
- regional and national Cooperation Agreement Strategy focal points were recommended.

Constraints

During 2003, the Coordination Department continued to undergo a change process which is being carried into early 2004. With departmental and staff changes throughout the year, it was difficult to carry out all the objectives in this programme as originally planned. Contributions to this programme nevertheless have been used prudently placing a priority on improving overall coordination between the membership through facilitating partnership meetings and CAS processes, and the development of the Partnership and Collaboration training module.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	**X**
Final report	

Appeal No & title: 01.101/2003 International Cooperation
Period: year 2003
Project(s): G37500, 37400
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	492,513				
less					
Cash brought forward	208,267				
TOTAL ASSISTANCE SOUGHT	284,246				
Contributions from Donors					
Danish Red Cross (DNDK)	5,198				5,198
DFID - British Government (DFID)	-4,154	Reallocations			-4,154
DFID 4- British Government (DFID04)	94,060				94,060
Donor - Unidentified (D000)	1,174				1,174
Norwegian Red Cross (DNNO)	50,000				50,000
TOTAL	**146,278**				146,278

II - Balance of funds

OPENING	208,267
CASH INCOME Rcv'd	146,278
CASH EXPENDITURE	-182,380

CASH BALANCE	172,165

Appeal No & title: 01.101/2003 International Cooperation

Period: year 2003

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III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
SUPPLIES						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
CAPITAL EXPENSES						
Land & Buildings						
Vehicles						
Computers & Telecom equip.		5,852			5,852	-5,852
Medical equipment						
Other capital expenditures						
Sub-Total		**5,852**			**5,852**	**-5,852**
TRANSPORT & STORAGE						
Warehouse & distribution						
Transport & vehicles						
Sub-Total						
PERSONNEL & TRAINING						
Personnel (delegates)	*150,000*	18,810			18,810	131,190
Personnel (regional, national staff)		58,217			58,217	-58,217
Consultants	*50,000*	49,179			49,179	821
Workshops & training	*107,000*					107,000
Sub-Total	***307,000***	**126,206**			**126,206**	**180,794**
GENERAL & ADMINISTRATION						
Travel & related expenses	*20,000*	20,877			20,877	*-877*
Information expenses	*48,000*	9,494			9,494	*38,506*
Admin./general expenses	*85,500*	8,097			8,097	*77,403*
Sub-Total	***153,500***	**38,467**			**38,467**	***115,033***
PROGRAMME SUPPORT	***32,013***	**11,855**			**11,855**	*20,158*
Operational provisions						
Transfers & contributions						
TOTAL BUDGET	***492,513***	**182,380**			**182,380**	***310,133***