

Appeal 2004



International Federation
of Red Cross and Red Crescent Societies

New Cooperation Models: Towards the Federation of the Future

Appeal no. 01.99/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 181 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a global programme and related activities to be implemented in 2004 - 2005, and the related funding requirements. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Click on figures below to go to the detailed budget

	2004 (in CHF)
Coordination and Implementation	1,258,823
Total	1,258,823¹

Context

The International Federation is facing a vital juncture in its efforts, and ability, to improve the lives of vulnerable people. External and internal factors are presenting formidable challenges, from changing humanitarian needs and circumstances, to evolving patterns of vulnerability, increasing competition, and questions involving cooperation within the Red Cross and Red Crescent Movement. The Federation has attempted to address these challenges by developing a range of linked, but distinct, strategies and agreements.² But there is a growing awareness of the need to review these strategies and develop new approaches to allow the Federation to meet its own goals and strategic directions as well as those of the International Red Cross and Red Crescent Movement. This revised (and re-titled) Annual Appeal is largely a result of that process, capturing the main elements, broadening the international cooperation approach, and reorienting its focus towards a more Federation-wide lead on a number of cooperation initiatives, to ensure a relevant, effective and sustainable Federation that provides leadership in anticipating, responding, and adapting quickly and effectively to its external and internal environment to meet immediate and future humanitarian needs. This broad process, to be implemented in the Governing Board's initiative, *Our Federation of the Future*, will assist the Federation's membership to optimize the performance of the Federation in

¹ USD 994,822 or EUR 800,016.

² Strategy for the Movement, the Agreement on the Organisation of the International Activities the Components of the International Red Cross and Red Crescent Movement (Seville Agreement), Strategy 2010, and the Secretariat's recent Strategy for Change

terms of its current strategic frameworks, identify new and emerging trends in the environment that will affect humanitarian work in the mid and long-term, and define a shared vision on how the Federation model and functions need to evolve to meet future humanitarian challenges. The results of these various initiatives will be consolidated and will lead to a consensus and commitment by governance and membership in 2005 to adapt the Federation model and functions and redefine the Federation's relationship between members and with the other components of the Movement. The process will allow the Federation to maintain its position as the leading humanitarian agency in efforts to improve the lives of vulnerable people.

This revised Annual Appeal replaces the former appeal titled "International Cooperation" that was launched in December 2003. This appeal maintains several elements of the original appeal, but also brings together several other related initiatives to meet the defined priorities of the membership (as per decisions made by the Governing Board and General Assembly in late 2003). This includes three new programmes, *Movement Cooperation*, *Federation of the Future*, and the *Mid-term Evaluation of Strategy 2010*. Two core components of the former appeal have been removed: the *Federation FedNet* will now be implemented within the *Communicating for the Vulnerable Annual Appeal* (no. 01.94/2004); and the *Counterpart training* component will be cancelled due to a reprioritisation of resources.

Background

Strategy 2010 and the Secretariat's Strategy for Change highlight that inadequately coordinated international cooperation limits the impact of International Federation programs and services. Because the Movement is, by design, voluntary and participatory, any sustainable success is achieved based on the quality of that participation and voluntary cooperation. As such, the effectiveness of humanitarian programs and services is directly linked to the quality of relations within the Movement and with external stakeholders. Recent decisions by the Governing Board and General Assembly confirmed the need to identify and address the main challenges to establishing a more effective model for the Federation, and a systematic approach to inter-Movement cooperation. The Governing Board agreed that it was critical to establish a *Movement Cooperation* function within the Secretariat which supports the membership to map out feasible options and find solutions to these issues within a short period of time (initially two-years), and which contributes to a defining a new Federation model. This newly created function will support the development and coordination of the initiatives outlined below. It will further develop, maximize, and promote coordination processes that have been working well, and will develop tools to continue to enhance current cooperation practice. Strengthening cooperation with the ICRC will also continue to be a priority.

Goal: The International Federation adapts its model and functions in order to effectively respond to current and long-term trends in the environment and provide sustainable, responsive and focused programming and services that meet the needs of its membership and the people it serves.

Objective 1: The Secretariat ensures coordination, support, and services to assist the Federation's Governing Board and membership, as required and relevant, to effectively undertake the following initiatives.

Decisions made by the Council of Delegates in 2003 include the following reviews:

- *Implementation of the Seville Agreement:* an ad hoc working group will be established to address issues related to the implementation of the "Seville Agreement". Tasks include analysing the roles and functions of the different components of the Movement working nationally and internationally with a view to proposing opportunities for strengthening cooperation. Links are to be made with other relevant Movement policies and strategies and particularly with *Strategy for the Movement*.
- *Strategy for the Movement:* the focus of this strategy reflects the process of how all components of the Movement can effectively work together for greater unity and improved cooperation. It lays out a strategic direction that will rely on full participation, sharing, and harmonizing of the membership. The Council of Delegates requests the Standing Commission, through its task force, to monitor, evaluate, and analyse progress made by the components of the Movement and to make any necessary recommendations for updating the Strategy by 2005.

Decisions made in 2003 by the Federation's Governing Board and General Assembly request the following processes and/or reviews to take place:

- *Our Federation of the Future:* based on a general consensus from the membership and its Secretariat that existing methods of cooperation are not necessarily the most appropriate or effective for ensuring quality service delivery to the vulnerable, new and flexible forms need to be explored and developed. The Governing Board will lead a two-year consultative process that will allow stakeholders to contribute to developing a common understanding of the trends and issues facing the Federation in the mid to long-term, as well as building a consensus on how to adapt the Federation model, functions, and relationships between its members, the Secretariat, and with the components of the Movement. It will ensure adequate links to the review of the Strategy for the Movement and that lessons learned from mid-term evaluation of Strategy 2010, as well as the knowledge and experience of National Societies, the Secretariat and other organisations, are considered when defining the organisation model and direction of the future Federation. Funding for the consultation process with the Federation membership is included in this appeal.
- *Mid-term Evaluation of Strategy 2010:* Strategy 2010 defined the direction of the International Federation as a cohesive network to respond to the humanitarian challenges of the first decade of the 21st century. Its implementation over the last four years has been carried out against the backdrop of a complex and diverse network of national societies. The initial National Society Self-Assessment analysis shows that there is a regional variation in the implementation of the Strategy, and that the progress is encouraging but uneven. Further analysis will take place between 2004 to mid-2005 at which time the results will be presented to the Governing Board and the General Assembly. The evaluation will assess how Strategy 2010 is implemented by national societies, the Federation's governance, and the Secretariat, and facilitate an analysis of key questions around the relevance, effectiveness and efficiency of its implementation. Funding for this evaluation is requested in this appeal.

In addition to the decisions above, the Federation Secretariat undertakes the following initiatives:

- *Federation Secretariat Strategy for Change:* this initiative, driven by the Secretariat, provides a coherent strategic framework for the Federation's Secretariat dual role of providing service and leadership to the membership in order to support the implementation of Strategy 2010. Ongoing for nearly two years, this strategy is currently being implemented and the process and results will be fed into the Federation of the Future initiative. The primary objectives of this initiative are to support the strengthening of national societies, to facilitate the coordination of international cooperation and partnerships, and to ensure effective international representation and advocacy.
- *Federation Secretariat Cooperation Study:* the plan for a study was initiated in late-2002 as a result of the realisation that at the field level, the multilateral method of cooperation was no longer the norm. Other types of service demands were being placed on delegations for which the Secretariat did not have mechanisms in place to effectively address. Through the Secretariat's process of creating an administrative services agreement to assist donor national societies with their international work, it was recognised that a study should be conducted to capture current cooperation practices and recommend new methods that meet the needs of the membership individually and collectively. Due to internal Secretariat changes during 2003, the study was put on hold. The study will now be designed to compliment and support the other reviews and processes mentioned in this appeal, and will contribute to the completion of the draft policy *Cooperation for Capacity-building*. Funding for the study is requested in this appeal.
- *Cooperation Agreement Strategy (CAS) Process:* consultations on existing CAS processes have been taking place since July 2003. Although the CAS process itself is not directly linked to the Federation of the Future process, it is directly linked to Strategy 2010 and will contribute to its review and thus provide input into methods of cooperation practice. Funding is requested in this appeal to develop materials to promote and facilitate CAS processes.

When appropriate, the Federation's Secretariat will ensure that there are linkages to other relevant initiatives undertaken by national societies or other organisations that may contribute to the successful implementation of the above initiatives, such as the Norwegian Red Cross-supported *New Partnership Initiative*. The aim of this study will seek to determine areas where national societies' special skills and strengths might be further utilized within the framework of the Federation, through national societies taking specific responsibilities regionally or globally. It will also study the methods of coordination and facilitation of cooperation by present field structures within the framework of the Federation's Secretariat. This study will be carried out under the leadership of the Norwegian

Red Cross and is supported by advisory bodies made up of national societies and the Federation's Secretariat, which will provide guidance and expertise throughout the process.

Expected result: By 2005, the Federation's governance, membership and Secretariat have developed a common understanding of the issues and long-term trends that impact on the work of the Federation, and have reached a consensus and demonstrated commitment to modify the Federation model and functions and relationships within the Movement and external actors in accordance to changes in the environment.

Objective 2: Cooperation for Capacity Building - Development and Promotion of Tools.

Knowledge-sharing and skills-building in improving the coordination with and for the Federation membership is a fundamental role of the Federation's Secretariat. Cooperation tools and knowledge management systems that facilitate coordination between national societies will be developed. These will focus primarily on capturing, sharing knowledge, and promoting good cooperation practice, using such existing tools as the CAS process to ensure a cohesive approach in programming with national societies. In addition, a training module focusing on improving individual and collective negotiation and collaboration skills within the Federation will be finalised and promoted with the intention of contributing to better Red Cross and Red Crescent programming.

Expected result: national societies are better able manage their partnerships and improve the quality of programming so as to have a greater impact on strengthening service delivery to local communities.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.99/2004

Name: New Cooperation Models

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	0	0	0	0	0
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	0	0	0	0
TRANSPORT & STORAGE	0	0	0	0	0	0	0
Programme Support	0	0	0	0	81,824	0	81,823
PROGRAMME SUPPORT	0	0	0	0	81,824	0	81,823
Personnel-delegates	0	0	0	0	420,500	0	420,500
Personnel-national staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	258,000	0	258,000
PERSONNEL	0	0	0	0	678,500	0	678,500
W/shops & Training	0	0	0	0	187,000	0	187,000
WORKSHOPS & TRAINING	0	0	0	0	187,000	0	187,000
Travel & related expenses	0	0	0	0	119,000	0	119,000
Information	0	0	0	0	145,000	0	145,000
Other General costs	0	0	0	0	47,500	0	47,500
GENERAL EXPENSES	0	0	0	0	311,500	0	311,500
TOTAL BUDGET:	0	0	0	0	1,258,824	0	1,258,823