

# 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

## NEW COOPERATION MODELS: TOWARDS THE FEDERATION OF THE FUTURE

September 2004

Appeal No. 01.99/2004; Programme Update no. 1; Period covered: January to June, 2004;  
*Informal report*

### In Brief

Appeal target: CHF 1,258,823; Appeal Coverage: 47.5%; Outstanding needs: CHF 660,731.

**Programme summary:** This appeal is based on the Secretariat's Movement Cooperation plan to assist the Federation's governance, membership and Secretariat to achieve the organisation's mission to "improve the lives of vulnerable people" by *adapting the organisation's model and functions in response to changes in the environment.*

**For further information on this programme please contact the Movement Cooperation Division:**

- Richard Blewitt, Director; phone: + 41 22 730 4293; email: [Richard.blewitt@ifrc.org](mailto:Richard.blewitt@ifrc.org)
- Philip Tamminga; phone: + 41 22 730 4284; email: [philip.tamminga@ifrc.org](mailto:philip.tamminga@ifrc.org)
- Nina de Rochefort; phone: +41 22 730 4236; email: [nina.derochefort@ifrc.org](mailto:nina.derochefort@ifrc.org)

*This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is 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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>*

### Operational developments

With the creation of a Movement Cooperation function within the Secretariat at the end of last year and with the General Assembly endorsement of the Federation of the Future programme in November 2003, the International Cooperation appeal was revised to better reflect the totality of Federation-wide cooperation initiatives which resulted in this current appeal "New Cooperation Models: Towards the Federation of the Future". While the position of Director for Movement Cooperation was being solidified during the first 6 months of the 2004, work continued on the implementation of the Federation of the Future programme, review of Strategy 2010, the Cooperation Agreement Strategy (CAS), and tools development to improve cooperation between the Movement's components. In addition, the Movement Cooperation team, through consultations and working sessions with the Secretariat and membership, started defining objectives and work plans, and making initial linkages between the various strategy reviews and cooperation processes. With the new Movement Cooperation Director having arrived in August, these plans are now solidified to meet the following goal.

**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 vulnerable 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 "Our Federation of the Future" consultation process and related initiatives such as the mid-term review of Strategy 2010.**

**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.

**Progress:** Progress during the first 6 months included the Movement Cooperation team working closely with the governance panel leading the "Our Federation of the Future" programme to prepare a work plan and methodology for the process, and a draft report on external trends that affect or will affect the work of the Federation in the mid- to long-term. This work plan and external trends report were discussed at a joint meeting with the Federation Commissions and Governing Board in April 2004, and based on the input provided, approved by the Governing Board. These were also discussed at meetings of National Societies in the Africa, Europe, Americas, and MENA regions, and at Secretariat field managers' meeting in Geneva in June. The Federation of the Future panel is considering the potential to engage external actors from the academic and business communities in the process.

The next step will be to share the external trends report widely with National Societies and key stakeholders for better understanding of its implications for the Federation, and, to identify internal factors that affect the ability of the Federation to respond effectively to changing needs and a changing environment.

Progress on the mid-term review of Strategy 2010 has resulted in the development of a work plan for the review which was developed in consultation with a World Bank consultant. This plan was shared at the Governing Board meeting in April, and specifically with the governance working group charged with the review. Based on these consultations, the mid-term review will focus on measuring the impact of Strategy 2010 at the global, national and beneficiary level, and developing a *results management framework* that will assist Federation governance, members and the Secretariat in implementing Strategy 2010 for the remainder of the decade.

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

**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 vulnerable communities.

**Progress:** Work continued to gather information on cooperation and coordination practices, including lessons learned from CAS processes and other tools and mechanisms for cooperation. On-going support and advice as well as facilitation of partnership and regional planning meetings has been provided by the Movement Cooperation staff to enhance coherence of support to National Society priorities.

The early part of the year produced a pilot training, *Collaboration and Partnership*, for a total of 16 representatives from 7 National Societies, 4 Federation delegations, 1 ICRC delegation, and 3 staff from the Secretariat/Geneva. The purpose is to enhance negotiating skills between Red Cross and Red Crescent National Society partners for better programming coherency and support. Further trainings have been put on hold due to funding and re-prioritising Movement Cooperation activities.

In early June, a consultation took place with key stakeholders within the Secretariat to establish a common framework to better understand cooperation, coordination and partnerships within the Federation and Movement. As a result of this initial consultation, the Cooperation team developed a discussion paper to outline a definition of cooperation and coordination, and to envision how this definition could be put into practice over the coming two

years. This was shared with all Secretariat field managers in June, and will be shared with the Federation governance, members, Secretariat staff, and with the ICRC before it is finalised.

**Conclusion:** With the new Director of Movement Cooperation in place, the Movement Cooperation team will now be able to fully move forward with the Federation's agenda to solidify a new operating model which will meet the mutual interests of the membership and lead to a more unified and effective working relationship within the Movement. The new plan of action clearly identifies the activities to be carried out during the next 2 years which support this agenda.

**[Contributions list below; click here to return to the title page and contact information.](#)**

# New Cooperation Models

ANNEX 1

APPEAL No. 01.99/2004

## PLEDGES RECEIVED

16/12/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
-------	----------	----------	------	-----------	------	---------

### CASH

REQUESTED IN APPEAL CHF ----->				1,258,823	<b>TOTAL COVERAGE</b>	
					<b>47.5%</b>	
CASH CARRIED FORWARD				172,165		
AUSTRIAN - RC		16,500	EUR	25,732	22.04.04	MID-TERM STRATEGY 2010 EVALUATION
BRITISH - GOVT/DIFD GRANT 2004				100,000	29.01.04	
DANISH - RC				20,000	21.04.04	FEDERATION OF THE FUTURE
DANISH - RC				19,056	29.10.04	HEALTH REVIEW
DANISH - RC				30,044	29.10.04	HEALTH REVIEW
DANISH - RC				900	26.11.04	HEALTH REVIEW
GERMAN - RC		30,000	EUR	45,885	22.10.04	BAREME STUDY
SPANISH - RC		60,000	EUR	92,570	21.04.04	FEDERATION OF THE FUTURE
SPANISH - RC		60,000	EUR	91,740	25.06.04	FEDERATION OF THE FUTURE
SUB/TOTAL RECEIVED IN CASH				598,092	CHF	47.5%

### KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
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	