

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

NEW COOPERATION MODELS: TOWARDS THE FEDERATION OF THE FUTURE

June 2005

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 181 countries. For more information: www.ifrc.org

In Brief

Appeal No. 01.99/2004; Programme Update no. 2; Period covered: January – December, 2004; Appeal target: CHF 1,258,823; Appeal Coverage: 50.8%

Programme summary: this appeal was based on the Secretariat's Movement Cooperation plan to assist the Federation's governance, membership and Secretariat to achieve the organization's mission to "improve the lives of vulnerable people" by *adapting the organization's model and functions in response to changes in the environment*. While the consolidation of the Movement Cooperation Division took almost the first 6 months of 2004, by the end of the year, substantial progress had been made in setting the direction for the Division, and in moving ahead with the Federation of the Future process and with CAS. In particular, successful steps were taken in identifying key issues and linking the various review processes which affect not only the Federation and its members but the Movement as a whole.

For further information on this programme please contact Richard Blewitt, Director, Movement Cooperation; phone: + 41 22 730 4293; email: Richard.Blewitt@ifrc.org

This Annual report reflects activities implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. 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>

Overview

With the creation of a Movement Cooperation function within the Secretariat at the end of 2003 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 2004, these plans were 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.

Impact: Since the last Governing Board meeting in 2004, the Federation of the Future Panel has achieved a good level of consultation with national societies on the issues facing the Federation. Sessions devoted to discussing the process have been included in major meetings in most geographic regions, as well as in specific technical meetings. Much more work will be done in 2005 to engage national societies widely in the process to ensure a common understanding of the issues facing the Federation, and to gain commitment to implement any proposed changes to the Federation model.

Constraints: The pace of work of the Panel has been slowed due to the lack of both human and financial resources dedicated to the process. The Federation of the Future process continues to gradually build consensus on the need to review the current Federation model. However, progress has been slow, due in part to some resistance to the process at the early stages, with some seeing Federation of the Future as yet another "change" process, rather than an exercise to reinforce a commitment to implement and achieve greater impact and meet the Federation's current strategic objectives.

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

Facilitate improvements in the Federation's cooperation learning and continue developing and supporting Cooperation Agreement Strategy processes, in order to assist the membership to build a durable and powerful set of approaches to working together.

Expected Results: Cooperation Agreement Strategies which are widely respected and applied as a key process that enables innovative and effective cooperation within the Federation and Movement.

Impact: Over the past year, the Movement Cooperation team has been working closely with several national societies to better define CAS with more focus on the perspectives and needs of the membership. The enhanced CAS concept integrates the new areas of power reform and relational management. Under this new thinking, CAS is defined as "the process through which a National Society manages its cooperation" with its partners in order to achieve its mission in favor of the community it serves. A good CAS process contributes to:

- a shared view on how to improve the well-being of vulnerable people.
- a more empowered NS able to better meet the needs of vulnerable people.
- high levels of institutional and individual respect
- expanding external relationships of the host NS in order to increase autonomy
- negotiation of mutual rights and obligations and a coordination framework to improve efficiency and effectiveness of programming
- a shared commitment for longer term relationships and support to capacity building
- balanced equitable relations between partners that value all resources (e.g. financial, volunteers, local knowledge, and technical skills) in the relationship.
- partners understanding and advocating the priorities of the host national society to "back donors".
- a plan for phasing out/ending the relationship and that minimizes adverse effects.
- a more coherent Movement voice and image.

This enhanced concept moves away from a document production exercise towards building the capacity of national societies to manage their own cooperation. A key advantage of this revised definition is a recognition that all national societies manage many institutional relationships domestically (and in some cases internationally) as part of their daily work, and that the CAS concept is therefore applicable to all members. In addition, the new approach supported through CAS aims to contribute to a cooperation culture which promotes more equitable relationships between Movement partners. This enhanced CAS is complemented by recent efforts by some donor national societies to develop a Code of Good Partnership, and through initiatives at the governmental level to promote “Good Humanitarian Donorship”.

The full potential of CAS has yet to be realized. Today there are 30 known CAS processes moving forward across the five regions. In several countries, CAS is starting to play an important role in fostering sustainable cooperation, however, for many more national societies and for the Movement CAS remains a challenge.

Constraints:

- Building a stronger, shared commitment to the collective good in an environment of increasing competition
- Introducing authentic participatory processes within a conservative Federation/Movement organizational culture.
- Addressing power imbalances within the Movement in the face of asymmetric external north-south relations.

Specific Outputs for CAS in 2004:

- Based on lessons learnt across the five regions, the CAS concept has been improved to reflect the needs of the membership. This enhanced concept will be presented to the Governing Board in April 2005.
- The Secretariat is actively supporting CAS processes in 30 national societies. In 2004, CAS processes were launched in the Solomon Islands, Papua New Guinea, Myanmar, Nepal, Haiti, Bolivia, Ecuador, Columbia, and the Democratic Republic of Congo.
- Pilot research on Movement power relations in Nepal and cooperation assessment tool being tested in Nepal.
- Updated CAS information and training materials produced, including workshop modules on timeline analysis of cooperation, power relations, respect and non respect in Movement relationships, development of rights and obligations framework.
- FedNet (intranet) CAS site regularly updated with case studies from around the world, workshop modules, communication resources, coordination tools, learning from other organizations and research papers.

[Financial Report below; click here to return to the title page and contact details](#)

International Federation of Red Cross and Red Crescent Societies

01.99/2004 NEW COOPERATION MODELS

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA099
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)					1,258,824	1,258,824
Opening Balance (B)					172,165	172,165
Income						
<u>Cash contributions</u>						
<i>Austrian Red Cross</i>					25,484	25,484
<i>British Red Cross</i>					101,763	101,763
<i>Danish Red Cross</i>					70,000	70,000
<i>German Red Cross</i>					45,875	45,875
<i>Other</i>					0	0
<i>Spanish Red Cross</i>					184,410	184,410
<i>Swedish Red Cross</i>					40,800	40,800
Cash contributions (C1)					468,332	468,332
Total Income (C) = SUM(C1..C5)					468,332	468,332
Total Funding (B + C)					640,497	640,497

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)					172,165	172,165
Income (C)					468,332	468,332
Expenditure (D)					-596,852	-596,852
Closing Balance (B + C + D)					43,645	43,645

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA099
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance	
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation			
A							B	A - B	
BUDGET (C)							1,258,824	1,258,824	
Capital Expenditure									
Computers & Telecom						5,792	5,792	-5,792	
Total Capital Expenditure						5,792	5,792	-5,792	
Personnel Expenditures									
Delegates Payroll	420,500					299,828	299,828	120,672	
Delegate Benefits						216	216	-216	
Staff-on-Loan						10,075	10,075	-10,075	
National & National Society Staff						860	860	-860	
Consultants	258,000					109,780	109,780	148,220	
Total Personnel Expenditures	678,500					420,759	420,759	257,741	
Workshops & Training									
Workshops & Training	187,000					34,227	34,227	152,773	
Total Workshops & Training	187,000					34,227	34,227	152,773	
General Expenditure									
Travel	119,000					53,656	53,656	65,344	
Information & Public Relation	145,000					24,128	24,128	120,872	
Office Costs	2,500					10,541	10,541	-8,041	
Communications	16,000					8,457	8,457	7,543	
Professional Fees	19,000							19,000	
Financial Charges	5,000					40	40	4,960	
Other General Expenses	5,000					457	457	4,543	
Total General Expenditure	311,500					97,279	97,279	214,221	
Program Support									
Program Support	81,824					38,795	38,795	43,028	
Total Program Support	81,824					38,795	38,795	43,028	
TOTAL EXPENDITURE (D)	1,258,824					596,852	596,852	661,971	
VARIANCE (C - D)						661,971	661,971		