

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

MODELS OF COOPERATION: TOWARDS A FEDERATION OF THE FUTURE

Appeal no. 05AA090

Appeal target: CHF 1,894,032¹

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 2005, and the related funding requirements. 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
- Philip Tamminga; phone: + 41 22 730 4284; email: philip.tamminga@ifrc.org
- Nina de Rochefort; phone: +41 22 730 4236; email: nina.derochefort@ifrc.org

For 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](#)

Programme title	2005
Coordination and Implementation	1,894,032
Total	1,894,032

Context

The International Federation, through its unique global network of 181 National Societies, touches the lives of millions of people every year, confirming that the Red Cross Red Crescent is truly a global public good. But in a dynamic and changing world, the organization must constantly seek ways to harness its potential as a leading humanitarian organization. The challenge for the Federation is to build a renewed sense of unity, purpose and direction - clarifying roles, functions and relations within the organisation. Our ways of working together, and the financial and human resource base to sustain our work, need to be re-aligned to adapt to the changing environment we work in, and the changing needs - and capacities - of our membership and of the vulnerable communities we serve.

¹ USD 1,624,314 or EUR 1,246,907.

Models of Cooperation; Annual Appeal no. 05AA090

In 2003, the General Assembly reviewed the state of the Federation and its progress in meeting the goals of Strategy 2010 which led to the endorsement of the 'Federation of the Future' programme – a two year programme which will integrate and connect the results of the ongoing strategic and review processes in the Federation and Movement. The programme draws upon the knowledge and experience of other organisations to ensure that the Federation is aligned with the global agenda. This participatory process is building a vision and commitment amongst all parts of the Federation – members, governance, and the Secretariat – to continue to adapt the Federation's organisational culture, functions and relations in order to remain relevant and successful. The new Movement Cooperation function created within the Secretariat at the end of 2003 is designed to manage these Federation-wide cooperation initiatives.

Background and achievements/lessons to date

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, research on cooperation practice, support to Cooperation Agreement Strategy processes, and tools development.

During 2004, the Movement Cooperation team worked closely with the governance panel leading the "Our Federation of the Future" programme to advance the programme. The goals and purpose of the Federation of the Future programme have been widely communicated and shared with the membership through presentations at key Red Cross Red Crescent meetings, such as the regional partnerships meetings in Eastern Africa and Central Europe, technical meetings in the Americas, the Mediterranean Conference in Cairo, and the Pan-African Conference in Algiers. More than 1,000 representatives from national societies and the Secretariat have participated in these consultation sessions.

Another key achievement during this period has been the preparation and distribution to all National Societies of an external trends discussion paper. This paper consolidates the views and outcomes of consultations with the membership and governance on the potential impact of external trends on the Federation. National Societies have been requested to review the implications of these trends on their own work and for the Federation. The report has stimulated discussions amongst Secretariat technical areas and many National Societies as to how programming should evolve in response to the trends.

The Federation of the Future programme is now beginning research and analysis on several critical areas of the current Federation model and developing scenarios and models for consideration by the membership. This work takes into consideration and incorporates work being conducted as part of other review processes such as the Strategy 2010 mid-term review and other working groups. The Federation of the Future panel is currently exploring means for external actors from the academic and business communities to participate in the process to ensure that the outcomes are aligned with the global humanitarian agenda."

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.

The latter half of 2004 included defining objectives and work plans for the Movement Cooperation team, through consultations and working sessions with the Secretariat and membership. Work began on making initial linkages between the various strategy reviews and cooperation processes. These plans are now solidified to meet the following goal.

Goal: the International Federation agrees to a more effective Federation model whose functions effectively responds to current and long-term trends in the environment and provides sustainable, responsive and focused programming and services that meet the needs of its membership and the vulnerable people it serves.

Objective 1: Facilitate the "Federation of the Future" programme by supporting Federation's membership, governance and Secretariat in the transition to a more sustainable and effective Federation model.

Expected results: a stronger sense of shared vision, direction and purpose throughout the Federation, which agrees to a new operating model and budget architecture and that supports a stable and strategic Federation Secretariat and strengthens the collective capacity of the Federation.

Objective 2: Coordinate the mid-term review of Strategy 2010 and ensure that the outcomes and lessons learned are shared widely within the Federation.

Expected results: increased overall impact of the Red Cross Red Crescent's humanitarian assistance delivery to vulnerable people everywhere with key indicators on where improvements are needed.

Objective 3: Facilitate improvements in the Federation's cooperation learning and continue developing and supporting Cooperation Agreement Strategy (CAS) processes, in order to assist the membership to build a durable and powerful set of approaches to working together.

Expected results: CAS which are widely respected and applied as a key process that enables innovative and effective cooperation within the Federation and Movement.

Resources

The success of the Federation of the Future and the Movement Cooperation agenda outcomes will depend on the participation of all national societies, and on the capacity to conduct solid research and analysis and build strong commitments to improved ways of working as a Federation. Both human and financial resources are required to achieve this.

Currently, the Movement Cooperation team includes a Director, two senior officer posts allocated from the Secretariat's core budget, and a part-time assistant. The position of Director, Movement Cooperation, and an assistant require external funding for the next two years. In addition, given the scope of the Federation of the Future programme, a full-time programme manager is needed, also requiring external funding. This core team will be supplemented by using staff and volunteers from National Societies and the Secretariat. In addition, the Secretariat is exploring options to utilise external global expertise and other international organizations, to contribute to the programme by providing voluntary and *pro-bono* technical assistance.

At this time, the Federation of the Future programme is specifically seeking immediate support for two staff-on-loan positions to move the process forward; a communications specialist to assist in the design and implementation of a communications strategy for the programme, and an organisational development specialist to assist in research and consultation activities.

The financial costs of the programme will be minimized by utilising consultation mechanisms such as regional meetings and tools like FedNet to engage the membership in consultations and share and disseminate information.

Please find detailed budget below; click here to return to the title page and contact details

BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA090

Name: MODELS OF COOPERATION

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	123,112	0	123,112
PROGRAMME SUPPORT	0	0	0	0	123,112	0	123,112
Personnel-delegates	0	0	0	0	824,000	0	824,000
Personnel-national staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	320,000	0	320,000
PERSONNEL	0	0	0	0	1,144,000	0	1,144,000
W/shops & Training	0	0	0	0	325,000	0	325,000
WORKSHOPS & TRAINING	0	0	0	0	325,000	0	325,000
Travel & related expenses	0	0	0	0	125,000	0	125,000
Information	0	0	0	0	85,000	0	85,000
Other General costs	0	0	0	0	91,920	0	91,920
GENERAL EXPENSES	0	0	0	0	301,920	0	301,920
TOTAL BUDGET:	0	0	0	0	1,894,032	0	1,894,032