

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

MODELS OF COOPERATION: TOWARDS A FEDERATION OF THE FUTURE

July 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. 05aa090; Programme Update no. 1; Period covered: January – June, 2005;
Appeal target: CHF 1,894,032; Outstanding needs: CHF 764,216**

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 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.*

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

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

The Movement Cooperation Division was fully operational during 2005, and focused on facilitating and coordinating the Federation-wide cooperation initiatives. The operational directions of the division were reflected in this current appeal "New Cooperation Models: Towards the Federation of the Future (or FoF)". The main areas of intervention of the division were:

- the implementation of the Federation of the Future programme;
- review of Strategy 2010;
- the Cooperation Agreement Strategy (CAS);
- 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 linkages between the various strategy reviews and cooperation processes.

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 they serve.

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: The last Governing Board meeting welcomed the discussion papers on External Trends and Internal issues prepared by the Federation of the Future Panel after a good level of consultation with National Societies on the issues facing the Federation. Following a review of the outcomes from ongoing research, analysis and consultations the Panel proposes *ten areas for improvement* to improve the capacity and performance of the Federation. The areas for improvement are *not* new: Strategy 2010, Strategy for the Movement and the Secretariat's Strategy for Change all call for action in each of these areas, and some progress has been. However, the Federation as a whole still has much more to do in order to deliver results in these areas and achieve its potential as a global organisation. The Governing Board endorsed the proposed "10 areas for improvement" and recommendations identified by the Panel. The Panel and the Senior Management of the Secretariat are now working on more specific recommendations and a proposed *framework for action* to present to the Governing Board and the General Assembly.

Sessions devoted to discussing the process have been included in major meetings in most geographic regions, as well as in specific technical meetings. However, much more work needs to be done to engage National Societies widely in the process to ensure a common understanding of the issues facing the Federation in light of the XV Session of the General Assembly in Seoul.

The Panel supported by the Movement Cooperation division, has also reviewed the conclusions from other research and consultation processes, such as the Strategy 2010 mid-term review and assured the alignment of its findings and decisions with the outcomes of other initiatives such as the work of the Funding Focus Group to incorporate into the process.

The Panel with the technical support of the Movement Cooperation Division is working on the design of a Global Agenda for the National Societies as member of the International Federation and its Secretariat. The Global Agenda is consulted with a number of National Societies, Secretariat Departments and Delegations and ICRC staff.

Constraints:

Building consensus in a large network is a slow, time-consuming process. However the FoF process has made steady progress and will have concrete proposals for the General Assembly to consider and adapt.

One constrain has been the need to integrate and synthesise the outputs of other processes and to give consistency of the action.

Several national societies have made contributions to the appeal, but other resources are required in the next six months in order to carry out regional and sub-regional discussions prior to the General Assembly.

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.

Impact:

The mid-term review of Strategy 2010 was carried out pursuant to a resolution of the General Assembly in 2003. The findings of the Strategy 2010 review were presented to the Governing Board and integrated in the “Our Federation of the Future” process.

The Review was conducted through a full process of research and consultation. The Review found a very substantial degree of support for the main Strategic Directions of the Strategy, and for the focus on four Core Areas of activity.

The Team found that there had been progress in focusing on vulnerability, and in promoting the Fundamental Principles and humanitarian values, but that this needed to be maintained and strengthened.

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 that creates a collective approach to supporting the work of a National Society in order to achieve its mission in favour of the community it serves. A good CAS process contributes to:

- ü A shared view on how to improve the well being of vulnerable people.
- ü High levels of institutional and individual respect.
- ü Improved efficiency and effectiveness.
- ü A shared commitment for longer term relationships and support to capacity building.
- ü Partners advocating the priorities of the National Society to back donors.
- ü A negotiated coordination framework and a more coherent Movement voice.

This enhanced concept moves away from a document production exercise towards building the capacity of National Societies to manage their own cooperation and creating a cooperation culture among the partners. 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:

- ⇒ The architecture of international aid and inherent power imbalances.
- ⇒ Detrimental cooperation attitudes and behaviours.
- ⇒ Building a stronger, shared commitment to the collective good in an environment of increasing competition.
- ⇒ The different operational cultures of Movement actors.

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 was endorsed in the Governing Board in April 2005.
- The Secretariat is actively supporting CAS processes in 30 National Societies. In the first 6 months of 2005, CAS processes are in preparation phase in Sweden, Spain, Tajikistan, Yemen, Sierra Leone as well continues the support to the on going CAS processes in other national societies.
- Pilot research on Movement power relations in Sudan and cooperation practices studied in East Africa.
- 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.
- The Movement Cooperation Division is in continues contacts with the Organisational Development Department in order to find and develop a common approach to relationship development and management component, of the national societies. Close cooperation with ICRC is leading to the development of common understanding of cooperation challenges for the national societies.

Facilitating coordination in Tsunami operation and learn from that experience

The Movement Cooperation division is supporting the set up of coordination mechanisms within the components of the Movement as we are learning from the experience in the Tsunami affected areas.

From 27-29th of June a meeting was organized in Nairobi aimed in analyzing and capturing the learning for the first 6 months of the response to Tsunami. The Tsunami Federation Movement Coordinators from Sri Lanka, Indonesia, and Eastern Africa met for two and a half days with Federation Movement Cooperation staff, the Tsunami Program Coordinator, the Legal Advisor, and ICRC Geneva staff as a Working Group to share experiences on the implementation of the frameworks for Movement Coordination in each country/region. Key issues, trends, and themes were reflected upon and discussed with a set of action points identified for follow up action

The Nairobi Meeting provided an opportunity to assess how the Movement Coordination Framework works in all levels of the operation. It gives a clear insight of the humanitarian work we have done working together as a Movement. It also provided an opportunity to have a forest view of the whole movement coordination while at the same time appreciating the uniqueness as well as the similarity of the processes in making the Movement Coordination Framework operational

The Tsunami has taught a good lesson regarding the need to influence partners as well as the how's?

- building confidence.
- listening to partners.
- treating each other as equals/establishing equalizing relationships.
- true altruism to principles of the Red Cross and Red Crescent.
- Mutual sharing among all actors.

The Working Group finished its meeting by identifying several key action points which requires follow up by the Movement Cooperation Division in close collaboration with other departments and the field. The group agreed to reconvene in about 6 month's time to review progress and capture learning.

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

Models of Cooperation

ANNEX 1

APPEAL No. 05AA090

PLEDGES RECEIVED

04/08/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				1,894,032		28.6%
OPENING BALANCE				43,644		
BRITISH - GOVT/DIFD GRANT				200,000	01.01.05	
BRITISH - RC				40,000	11.07.05	STRATEGY 2010 REVIEW
BRITISH - RC				20,000	11.07.05	FEDERATION OF THE FUTURE
SPANISH - PRIVATE DONOR		16,900	EUR	26,173	20.02.05	
SWEDISH - RC		1,240,000	SEK	212,040	18.04.05	
SUB/TOTAL RECEIVED IN CASH				541,857	CHF	28.6%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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