

# 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

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

February 2006

### In Brief

Appeal No. 05AA090; Appeal target: CHF 1,894,032 (USD 1,624,314 or EUR 1,246,907); Appeal coverage: 36%.

*(click here to go directly to the attached Financial Report).*

**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.*

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### Operational developments

The Movement Cooperation Division focused on facilitating and coordinating the Federation-wide cooperation initiatives to improve the effectiveness and impact of the Federation network. 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 focus during 2005 were:

- the implementation of the Federation of the Future consultation process;
- review of Strategy 2010;
- further development of Cooperation Agreement Strategy (CAS);
- support to movement coordination in disasters particularly the tsunami response
- leading on Federation guidance and input to the revised Strategy for the Movement
- a new and innovative approach to the Movement Cooperation website on FedNet
- facilitating a negotiations workshop designed to improve RC/RC partnerships

In addition, the Movement Cooperation team also played an important role in making linkages between various strategy reviews and cooperation processes within the Movement.

**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 the end of 2005, the Federation's governance, membership and Secretariat developed a common understanding of the issues and long-term trends that impact on the work of the Federation, and 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:** In November 2005, International Federation's membership took historical decisions at the General Assembly in Seoul Korea. At the General Assembly, the membership unanimously supported the outcomes of the "Our Federation of the Future" program, and agreed to a set of measures to streamline, improve and scale up its response to the humanitarian crisis of today and be better prepared for tomorrow.

As one of the outcomes of the process, the General Assembly adopted a Global Agenda for the Federation with four goals aimed at the reduction of the impact of disasters and public health challenges worldwide, combatting intolerance and discrimination, and building community capacity to prepare for and cope with threats to their lives and livelihoods. The International Federation's Global Agenda will contribute significantly to achieving the Millennium Development Goals and the Hyogo Framework for Disaster Risk Reduction.

The General Assembly also committed to implementing a Framework for Action to better mobilize the capacities and strengthen the overall performance, quality and accountability of the world-wide network of Red Cross and Red Crescent National Societies of the International Federation.

The aim of the Global Agenda and Framework for Action is to increase the impact of the Red Cross Red Crescent at local, national and international levels for the benefit of vulnerable people everywhere. Our focus is on helping people and communities, and on protecting and preserving human dignity in situations of crisis.

**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 process of research and consultation. The Review found a very substantial degree of support for the main Strategic Directions and four Core Areas. 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 strengthened and maintained. In this sense, the mid-term review provided critical input into the "Our Federation of the Future" process. The conclusions of the review supported the main actions proposed in the Federation of the Future Framework for Action, as well as contributed to the main elements for a performance management framework for measuring the success of Strategy 2010 and the Global Agenda.

**Objective 3: 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:** The enhanced CAS concept, defined after wide consultations with National Societies, integrates the new areas of power reform and relational management within Movement and external partners.. Through various international and regional events and national level CAS processes the International Federation Secretariat continued to promote the enhanced CAS methodology. The methodology moves away from a document production exercise towards building the capacity of National Societies to manage their own cooperation and creating a healthier cooperation culture between Red Cross Red Crescent partners and beyond. This enhanced methodology has rekindled interest in CAS and in some countries is contributing positively to changing the cooperation environment (e.g. DR Congo, Haiti, Nepal). The new approach and definition of CAS received the support of the Governing Board in the April 2005 meeting. Guidelines to support NS to plan and implement CAS processes are currently being developed through a wide consultation process. They are expected to be ready in the beginning of 2006. .

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.

#### **Specific Outputs for CAS in 2005**

- The Secretariat is actively supporting CAS processes in 18 National Societies.
- Development of workshop concept for participating national societies on cooperation attitudes and practices. Concept presented to a few selected national societies and negotiations for scheduling of workshops in these Societies is ongoing.
- Pilot research on Movement power relations in Sudan and cooperation practices studied in East Africa.. National Societies were invited to share their learning from the implementation process.
- Guidelines for improved cooperation – CAS, drafted and consulted widely with the Movement.
- FedNet (intranet) CAS site has been updated and incorporated into the new Movement Cooperation website with case studies from around the world, workshop modules, communication resources, coordination tools, learning from other organizations and research papers.
- The Movement Cooperation Division works with the Organisational Development Department in order to 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.

#### **Conclusion: Defining the cooperation and coordination agenda based on the Federation of the Future**

As a result of a Federation of the Future consultation meeting in Nepal in October key priorities to strengthen cooperation and coordination within the Movement include a review and update of relevant policies, development of policy adherence mechanisms, strengthening of regional networks and structures, capacity building through a roll out of CAS, strengthening coordination mechanisms in disasters. A clear and concise work plan for cooperation has been developed to successfully address the three areas for improvement in the Federation of the Future's Framework for Action, the development of Operational Alliances, and support to the implementation of the Seville Agreement's supplementary measures. The Asian tsunami has highlighted the importance ensuring a systematic approach to the coordination of the Movement's activities in emergency and disaster response with learning being captured from the Movement Coordination Frameworks. The development of an improved Movement Cooperation website to inform and guide National Societies, delegations, and ICRC of key cooperation and coordination developments, good practice, and tools available to enhance the impact of Movement Components working together has received very positive feedback. A negotiations course adapted specifically to the Red Cross and Red Crescent, was successfully conducted in French and English for African National Societies and their Red Cross/Red Crescent partners enhancing the understanding of culture and approaches which influence partnerships.

Models of Cooperation: Towards a Federation of the Future; Appeal no.: 05AA090; Annual Report

The results of numerous events in 2005 have provided a strong foundation for successfully establishing a strong Movement Cooperation agenda for the next few years. This is described on FedNet and in the Movement Cooperation Annual of Appeal of 2006/07.

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

# International Federation of Red Cross and Red Crescent Societies

M05AA090 - MODELS OF COOPERATION TOWARDS A FEDE

Final Report

Selected Parameters	
Reporting Timeframe	2005/1-2005/9998
Budget Timeframe	2005/1-2005/9998
Appeal	M05AA090
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
A. Budget					1,894,032	1,894,032
B. Opening Balance					43,645	43,645
Income						
<u>Cash contributions</u>						
<i>Accenture</i>					26,098	26,098
<i>Australian Red Cross</i>					15,975	15,975
<i>British Red Cross</i>					258,760	258,760
<i>Swedish Red Cross</i>					204,786	204,786
<b><i>C1. Cash contributions</i></b>					<b>505,619</b>	<b>505,619</b>
<u>Other Income</u>						
<i>Deficit Write-off</i>					135,685	135,685
<b><i>C6. Other Income</i></b>					<b>135,685</b>	<b>135,685</b>
C. Total Income = SUM(C1..C6)					641,304	641,304
D. Total Funding = B + C					684,949	684,949

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance					43,645	43,645
C. Income					641,304	641,304
E. Expenditure					-483,392	-483,392
F. Closing Balance = (B + C + E)					201,557	201,557

Selected Parameters	
Reporting Timeframe	2005/1-2005/9998
Budget Timeframe	2005/1-2005/9998
Appeal	M05AA090
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### 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	
<b>BUDGET (C)</b>							1,894,032	1,894,032	
<b>Land, vehicles &amp; equipment</b>									
Computers & Telecom						2,102	2,102	-2,102	
<b>Total Land, vehicles &amp; equipment</b>						2,102	2,102	-2,102	
<b>Personnel Expenditures</b>									
Delegates Payroll	824,000					22,324	22,324	801,676	
Delegate Benefits						2,850	2,850	-2,850	
National Society Staff						340	340	-340	
Consultants	320,000					152,339	152,339	167,661	
<b>Total Personnel Expenditures</b>	<b>1,144,000</b>					<b>177,853</b>	<b>177,853</b>	<b>966,147</b>	
<b>Workshops &amp; Training</b>									
Workshops & Training	325,000					18,452	18,452	306,548	
<b>Total Workshops &amp; Training</b>	<b>325,000</b>					<b>18,452</b>	<b>18,452</b>	<b>306,548</b>	
<b>General Expenditure</b>									
Travel	125,000					181,176	181,176	-56,176	
Information & Public Relation	85,000					42,064	42,064	42,936	
Office Costs	47,800					2,898	2,898	44,902	
Communications	19,120					7,454	7,454	11,666	
Professional Fees	15,000					12,950	12,950	2,050	
Financial Charges	5,000					1,424	1,424	3,576	
Other General Expenses	5,000					5,598	5,598	-598	
<b>Total General Expenditure</b>	<b>301,920</b>					<b>253,564</b>	<b>253,564</b>	<b>48,356</b>	
<b>Program Support</b>									
Program Support	123,112					31,420	31,420	91,692	
<b>Total Program Support</b>	<b>123,112</b>					<b>31,420</b>	<b>31,420</b>	<b>91,692</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>1,894,032</b>					<b>483,392</b>	<b>483,392</b>	<b>1,410,641</b>	
<b>VARIANCE (C - D)</b>						<b>1,410,641</b>	<b>1,410,641</b>		