

# Appeal 2006-2007



International Federation  
of Red Cross and Red Crescent Societies

## Delivering the Federation of the Future

### Appeal no. AA00007

This appeal seeks a total of CHF 3,342,000<sup>1</sup> to fund programmes and activities to be implemented in 2006 and 2007. These programmes are aligned with the International Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

#### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross and Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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*The International Federation's mission is to improve the lives of vulnerable people. 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.*

[Click here to access the detailed budget summary](#)

	2006-2007 (in CHF)	
Global Positioning	2006	1,801,000
	2007	1,541,000
Total	3,342,000	

### Context

At the last General Assembly in November 2005, the International Federation's governance and membership concluded a two-year consultation process to determine the future direction of the International Federation. The aim of the "Federation of the Future" process was to examine the challenges facing the organization, and develop a framework for action over the coming five years to increase the impact and effectiveness of the Federation's global network in an increasingly dynamic and changing world. The process was facilitated and coordinated by the Secretariat's Movement Cooperation Division.

<sup>1</sup> USD 2.6 million or EUR 2.1 million

The process involved extensive consultations with national societies on the internal and external challenges facing the organization and incorporated the recommendations of key reviews of Strategy 2010 and the update of the Strategy for the Movement. Based on this work, the General Assembly adopted three main outcomes:

- A ***vision and values statement*** for the International Federation to reinforce our Fundamental Principles and inspire and guide our relations with vulnerable communities, with the ICRC, and with other actors.
- A Federation ***Global Agenda***, which sets out goals, targets and priorities for the International Federation in the next five years, along with a ***performance and accountability framework*** to measure our progress in achieving Strategy 2010.
- A Federation-wide ***Framework for Action*** with specific actions to reform, renew and improve the functions of the International Federation in ***ten key areas for improvement***.

Together, these three outcomes, along with a ***new operating model*** for the Federation, will help us reach better implementation of our strategies and a shared consensus and commitment among Governance, national societies and the Secretariat to work more effectively as a Federation and Movement and with external partners.

The Movement Cooperation Division within the Secretariat will coordinate and facilitate the overall implementation of the ***Framework for Action*** to ensure that Strategy 2010 and the ***Global Agenda*** are delivered as well as facilitate the implementation of the Secretariat's new operating model. In addition the Division will lead the work to strengthen and improve cooperation and coordination of the Movement in accordance with three of the areas of improvement addressing cooperation in the ***Framework for Action***.

### **Achievements**

During 2004-2005, the Movement Cooperation Division continued work in two main areas:

- 1) supporting the Federation of the Future consultation process, and;
- 2) promoting and improving cooperation and coordination policy, processes and practice.

Through the extensive dialogue and discussion Federation of the Future process, national societies, the Secretariat and Governance have build a shared understanding of key external and internal challenges facing the Federation. The process has also achieved a high degree of consensus and commitment to a Framework for Action to make key improvements to increase the impact and effectiveness of the Federation's global network. These include commitments to:

- Reform and strengthen governance and improve overall management capacity in the Federation's network.
- Better position the Federation as a global leader in advocacy and communications on priority humanitarian issues.
- Strengthen capacity for monitoring vulnerability and needs at the country, regional and global level, and develop a more coherent approach to setting programming priorities.
- Significantly scale-up and improve the effectiveness of programming in disaster management and health.
- Systematically improve monitoring, evaluation and accountability mechanisms.
- Develop new and innovative "operational alliances" to mobilize more resources for programming.

The second area of focus has been on improving cooperation and coordination practice and processes between and with the various components of the Movement in support of the implementation of Strategy 2010. Enabling and actively supporting cooperation is a core Federation Secretariat service to the membership. Work priorities have focused on further CAS development, FedNet development, and improving coordination in disaster management. With the ICRC, the focus includes joint planning and training, common approach to capacity building and Movement Coordination Frameworks. Work is progressing to capture, share, and provide guidance on good cooperation practice through better planning and management and ensuring a cohesive approach to the implementation of Movement and Federation Strategies, and Agreements. A key target for Movement Cooperation is to mainstream its activities into the core functions of every Secretariat department and delegation such that cooperation and coordination responsibilities become a key function of daily work. Building on the experiences from the previous 2 years work plan to address the areas of cooperation and coordination in the Framework for Action has been developed. The plan focuses on the following priority areas:

- Moving ahead the cooperation policy agenda.
- Developing and implementing accountability mechanisms.

- Promoting good cooperation practices.
- Building national society capacity for effective cooperation and relationship management.
- Strengthening regional cooperation.
- Strengthening cooperation and coordination in disasters.
- Movement cooperation through progressing cooperation agenda with ICRC.

**Lessons from 2005:**

CAS Processes: The CAS process is a methodology for managing a Society's cooperation relationships. Each process will look different because each context has a unique set of cooperation arrangements, partners and relationships. All types of relationships can be valuable, but it is important that the nature of the relationship is clear and agreements made reflect this. An important part of any CAS process is engaging partners in exploring existing cooperation attitudes and behaviours; identifying those which contribute to more effective cooperation and those which weaken cooperation outcomes. Setting a realistic timeframe for the different elements of the cooperation process is essential.

Each national society is responsible for managing its own cooperation based on its Strategic Plan while Movement partners have the responsibility of adhering to the rules and regulations guiding cooperation within the Movement. Therefore, providing opportunities for societies to strengthen and develop their capacities in coordination is an important component of CAS. As national societies and the Movement are constantly evolving and developing new ways of cooperating, the CAS concept will be reviewed continually to ensure it reflects current best practice in cooperation and coordination.

**Movement Coordination in Disasters:** The aftermath of the December 2004 tsunami resulted in the development of Movement Coordination Frameworks for Sri Lanka and Indonesia – a new model of cooperation for the Movement. On going support has been provided from the Movement Cooperation Division to meet challenges and ensure success. Learning obtained so far has highlighted the complexities of coordination in large disasters and work will continue to incorporate similar frameworks into future disaster management processes.

**Cooperation and Coordination Management Training:** An outcome of cooperation practice in all aspects of the Movement's international work shows that negotiating and managing partner relations in program management in both relief and development contexts is critical to ensuring effective support to national societies' service delivery to the most vulnerable populations. Therefore, the Movement Cooperation Division will promote a training package which will facilitate improved cooperation with a focus on counterpart and power relations, and negotiations.

**Information Management:** Capturing and sharing cooperation and coordination practice requires a centralized knowledge management tool. Understanding what coordination and cooperation is in relation to responsibilities of Movement partners requires continual reinforcement. Investing in the development of a Movement Cooperation FedNet site, will inform national societies and Federation delegations on the Federation of the Future process as well as best practice in cooperation and coordination practice, providing available tools. The management of the FedNet site requires ongoing analysis of cooperation and coordination practice in order to share with national societies in a simple and logical manner. The FedNet site will help individuals quickly grasp and understand cooperation and coordination concepts which are an integral part of their daily work. An organizational memory will be developed which will allow for better monitoring and capturing and cooperation and coordination trends within the Movement.

**ICRC:** While close collaboration with the ICRC has continued during 2005, it is recognized that a more focused and ambitious approach to our joint work must be taken in 2006. As the Federation continues to shift in its way of working according to agreed directions in the Federation of the Future process, it must ensure that the joint work carried out with ICRC serves as a catalyst for moving the collective work of the Movement forward in both relief operations and capacity building with national societies. This will be agreed by both institutions' senior level managers. Movement cooperation will continue to act as the main Federation focal point for liaison with the ICRC on matters of common concern. Movement Cooperation will focus its work with the ICRC on improving training and application of the Seville Agreement particularly in contingency planning and on influencing cooperation behavior; improving the Federation and ICRC joint program planning with national societies; and, on the

implementation and monitoring of the updated Strategy for the Movement. Related on-going work will continue on supporting delegations with Movement Coordination Frameworks in large disasters.

**Goal: To increase the impact and effectiveness of the Federation's global network by improving cooperation and coordination and maximising the potential of national societies.**

**Objective 1: Coordinate the implementation of the 'Federation of the Future' Framework for Action.**

The Movement Cooperation team will continue to provide support to the Governing Board, national societies, and the Secretary General to implement the commitments made in the Framework for Action. Specifically, the team will:

- Monitor and provide global oversight of actions undertaken in the ten areas for improvement, to ensure consistency and coherency with the Federation of the Future program.
- Support the development by Governance, national societies and the Secretariat of specific implementation plans, timelines and indicators for each of the ten areas for improvement.
- Promote, document and share lessons learned and good practice in implementation of the Framework for Action, particularly linking and supporting knowledge sharing amongst regional and technical networks
- Implement pilot projects in selected countries/regions and thematic areas.
- Contribute to developing a robust monitoring, evaluation and accountability framework for the Federation.

Expected results:

- Implementation plans, with performance, progress and process indicators are developed for the Framework for Action for the 2006-2010 period.
- By 2007 General Assembly, Governance, national societies and the Secretariat have made significant progress in each of the ten areas for improvement.

**Objective 2: Promote and improve cooperation and coordination policy, processes and practice within the Movement.**

The Movement Cooperation team will lead the implementation to address the areas of improvement that concerns cooperation and coordination within the Framework for Action. During the next two years the team will specifically:

- Support a policy review and consultation process, including defining standards and strengthening adherence through the accountability framework.
- Develop innovative cooperation practices by promoting knowledge sharing, joint planning and best practice, including the development of Operational Alliances.
- Support national societies to build cooperation and coordination capacity as well as addressing power imbalances, attitudes and behaviour through the use of CAS, training and sharing of best practices.
- Promote regional cooperation in forms of networks and structures according to priorities of national societies' programming needs and share learning between regions.
- Develop coordination mechanism in disasters by institutionalizing the Movement Framework in major disasters and supporting the integration of coordination as part of contingency planning.
- Together with ICRC improve cooperation among the Movement components prioritizing the implementation of the Supplementary Measures for the Seville Agreement.

Expected results:

- Clear policies and standard are developed as well as increasingly used and adhered to in day to day cooperation among Movement components.
- Operational alliances and other cooperation methods have increased our impact and reach, as well as ensured better equity and mutually agreed cooperation principles among partners.
- National societies increasingly taking charge of their own cooperation and coordination, empowered through the use of CAS.
- Regional cooperation through networks and centres has increased, improving national societies' service delivery and advocacy.
- Well-functioning Movement coordination mechanisms are used in disasters and conflict situations.

## Resources

The success of the Movement Cooperation agenda outcomes will depend on the participation of all national societies and Federation delegations and requires a significant amount of consultation to influence the ways in which the Movement's individuals work together to achieve common goals. Within Movement Cooperation, this will require human and financial resources which are above the current agreed core structure and capacities.

Currently, the Movement Cooperation core team includes a director, three senior officer posts, and a part-time assistant. In order to implement the objectives outlined above, it is anticipated that two additional officer staff will be required. The Movement Cooperation Division will seek qualified staff on loan from national societies and will utilize external consultants where the expertise is not available within the Federation's own resources.

Specific expertise will be sought to:

- Support the Federation of the Future implementation.
- Pilot Federation of the Future projects in selected regions of the world.
- Promote the updated CAS guidelines.
- Develop and promote a cooperation communications kit.
- Develop and manage the Movement Cooperation FedNet site.

Specific expertise will also be sought in developing and rolling out a cooperation and coordination training modules, specifically:

- Two CAS facilitators training workshops planned for 2006 and 2007, respectively.
- Two Collaboration and Partnership (including Power Relations) workshops planned for 2006 and 2007, respectively.
- Two Counterpart Training Workshops planned for 2006 and 2007, respectively.

***Please refer to the appeal budget below; [click here to return to the title page and contact details](#)***

# BUDGET 2006

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA00007

Name: Delivering the Federation of the Future

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
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 Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	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	13,240	0	13,240
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	0	0	0	0	13,240	0	13,240
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	0	0	0	0	0	0	0
International Staff	0	0	0	0	702,000	0	702,000
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	0	0	0	0
National Society Staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	50,000	0	50,000
<b>PERSONNEL</b>	0	0	0	0	752,000	0	752,000
Workshops & Training	0	0	0	0	695,500	0	695,500
<b>WORKSHOPS &amp; TRAINING</b>	0	0	0	0	695,500	0	695,500
Travel & related expenses	0	0	0	0	70,000	0	70,000
Information & Public Rela	0	0	0	0	120,000	0	120,000
Office Running Costs	0	0	0	0	26,400	0	26,400
Communication Costs	0	0	0	0	6,720	0	6,720
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	0	0	0	0	0	0	0
<b>GENERAL EXPENDITURE</b>	0	0	0	0	223,120	0	223,120
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	0	0	0	0	0	0	0
Programme Support	0	0	0	0	117,059	0	117,059
<b>PROGRAMME SUPPORT</b>	0	0	0	0	117,059	0	117,059
<b>TOTAL BUDGET:</b>	0	0	0	0	1,800,919	0	1,800,919

# BUDGET 2007

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA00007

Name: Delivering the Federation of the Future

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
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 Supplies & Services	0	0	0	0	0	0	0
<b>SUPPLIES</b>	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	14,480	0	14,480
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	0	0	0	0	14,480	0	14,480
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	0	0	0	0	0	0	0
International Staff	0	0	0	0	702,000	0	702,000
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	0	0	0	0
National Society Staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	230,000	0	230,000
<b>PERSONNEL</b>	0	0	0	0	932,000	0	932,000
Workshops & Training	0	0	0	0	386,500	0	386,500
<b>WORKSHOPS &amp; TRAINING</b>	0	0	0	0	386,500	0	386,500
Travel & related expenses	0	0	0	0	70,000	0	70,000
Information & Public Rela	0	0	0	0	5,000	0	5,000
Office Running Costs	0	0	0	0	26,400	0	26,400
Communication Costs	0	0	0	0	6,720	0	6,720
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	0	0	0	0	0	0	0
<b>GENERAL EXPENDITURE</b>	0	0	0	0	108,120	0	108,120
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	0	0	0	0	0	0	0
Programme Support	0	0	0	0	100,183	0	100,183
<b>PROGRAMME SUPPORT</b>	0	0	0	0	100,183	0	100,183
<b>TOTAL BUDGET:</b>	0	0	0	0	1,541,283	0	1,541,283