


Report 2006-2007

 International Federation
of Red Cross and Red Crescent Societies

Delivering the Federation of the Future

Appeal No. MAA00007

This report covers the period of 01/01/06 to 31/12/06 of a two-year planning and appeal process.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



An American Red cross Volunteer provides support to a victim of Hurricane Katrina. International Federation.

In brief

Programme Summary:

The Framework for Action (FfA), which is the action plan for the Federation of the Future (FoF), is in implementation phase. The Secretariat is adopting the operating model and programming approach to the recommendations of the Federation of the Future. National Societies are progressively aligning their regional and local strategies to the Federation of the Future decisions.

The first objective of this appeal aims to coordinate the implementation and monitoring of the Framework for Action. During 2006, attention was given to disseminating the Federation of the Future outcomes and supporting the Secretariat structures and National Societies in aligning their strategic plans.

The implementation of the second objectives of this appeal builds on the FfA and the areas of improvement concerning cooperation and coordination. During 2006, emphasis was on the development of the Operational Alliances, whereby partners jointly assess, plan and implement, monitor and measure the performance of a country-based programme to enhance the capacity of Partner National Societies to achieve greater impact for vulnerable communities; creating tools for the Cooperation Agreement Strategy (CAS), through which partners sign up to the National Society strategic plan and define common goals, as well as agree on mutual cooperation principles; and in coordinating disasters. Together with the International Committee of the Red Cross (ICRC) it has also been essential to re-focus attention on the Seville Agreement and its newly adopted Supplementary Measures, which specify the role of Operational National Societies and coordinate mechanisms in emergency operations to supplement the Seville Agreement.

The programme has received full coverage during 2006. Seventy-three per cent of the budget was spent during 2006. At the end of the financial year, the programme had an additional objective to strengthen the volunteer and staff base of the International Federation, which consequently increased the budget by 20 per cent.

Goal: To increase the impact and effectiveness of the Federation's global network by improving cooperation and coordination and maximizing the potential of National Societies

Needs: Total 2006-2007 budget CHF 2,458,930 (out of which 35 per cent covered). [Click here to go directly to the attached financial report.](#)

No. of people we help: All National Societies have received training material on the Seville Agreement and Supplementary Measures, while over 40 have received specially targeted support. Federation of the Future has been a main theme in 18 regional and network meetings, as well as in many country meetings. More than 200 people, governance or senior managers of National Societies received briefings during their visits to the Secretariat.

Our Partners: Our main partners are National Societies and Secretariat Delegations. The Federation of the Future team, as part of the Planning Monitoring and Evaluation Department also works with One World Trust, Gallup International, and the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP).

Current context

In November, 2005, the General Assembly successfully adopted three new directions for the Federation's work over the next five years. This was the result of a two-year process where National Societies were consulted extensively about the future humanitarian work of the International Federation. The three outcomes resulting from the process are:

- A Vision and Values statement for the International Federation to reinforce its Fundamental Principles and inspire and guide our relations with vulnerable communities, with the ICRC, and other actors.
- A Federation Global Agenda, which sets out goals, targets and priorities for the International Federation for the next five years, along with a performance and accountability framework to measure progress in achieving Strategy 2010.
- A Federation-wide Framework for Action with 10 key areas for improvement which will reform, renew and improve the functions and services of the International Federation.

The Secretariat is responsible for facilitating the overall implementation of the Framework for Action to ensure that Strategy 2010 is implemented and the Global Agenda goals are reached by National Societies and their Secretariat. This is coordinated by a FoF support team within the Secretariat. The Secretary General developed a new operating model which is designed to improve and focus on services to the membership to implement the FfA, and, on supporting National Societies to improve and scale up Operational Alliances both locally and globally to meet the Global Agenda goals.

The Movement Cooperation Division which included both the FoF support team and the Movement Cooperation (MC) Team has been split and integrated into other departments and divisions to ensure a Secretariat-wide ownership of responsibilities and actions in implementing the FfA. The FoF support team is now part of the Planning, Monitoring, Evaluation, and Reporting (PMER) Department, and the MC team is part of the Office of the National Society and Field Support (NSFS) Division.

The MC team is taking the lead to strengthen and improve cooperation and coordination of the Movement in accordance with the Framework for Action. This includes facilitating work on the Seville

Agreement and its Supplementary Measures, Operational Alliances, the CAS process and, on ensuring a systematic approach to coordinate with and between the International Federation and its members in times of disasters.

One of the important areas for improvement in the Framework for Action is the management of the Human Resources. The HR Department strategic focus for the next two years is to build a cohesive approach to people management in the Movement. The Department is committed to providing top quality professionals throughout the world in all our areas of core programming. Special emphasis will be made to improving the speed of resourcing people to crisis situations by building a roster of trained people. In support of the new operating model, regional human resource activities will be strengthened and decisions decentralized to this level. Supporting improvement of human resource practices in National Societies will also be a key priority.

Progress towards objectives

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

The Federation of the Future support team is sharing the results of the Federation of the Future process with National Societies in the following ways:

- Publishing the final report of the Federation of the Future process in all the official languages of the International Federation. The report was distributed to all National Societies from July to August 2006.
- Producing the Federation of the Future DVD in all official languages for National Societies.
- Distributing standard presentations on the Federation of the Future process and outcomes to delegations. This will also soon be available to National Societies in all official languages.
- Making available the Federation of the Future FedNet pages in all official languages.
- Incorporating the Federation of the Future as a main theme in 18 regional and network meetings, as well as in many country meetings.
- Briefing more than 200 people (governance or senior managers of National Societies) on the Federation of the Future" during their visits to the Secretariat. Delegations are also briefing National Societies at the regional/ country level.

As a part of the Federation of the Future management process, the Governing Board (GB) established a High Level Advisory Group (HLAG) as a governance body responsible for monitoring the implementation of the FfA. The FoF support team, provides technical support to the HLAG by:

- Supporting the High Level Advisory Group members to agree on a common and shared understanding of the outcomes of the Federation of the Future process and the steps needed for monitoring and implementation, as well as on the processes and tools needed to monitor the implementation of the Framework for Action.
- Designing a set of monitoring tools for the Secretariat, National Societies and Federation Governance, at the request of the HLAG.
- The FoF support team helped the High Level Advisory Group develop monitoring and reporting mechanisms for National Societies, GB and the Secretariat.
- Developing mechanisms to gather data collection from National Societies in the areas of the Global Agenda and FfA that will serve as baselines for future scale up of activities.
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Constraints: The implementation of the FoF is the responsibility of all National Societies, the GB, and the Secretariat. In order for the Secretariat's FoF team to effectively carry out the tasks highlighted above, it requires resources and skills which are not currently provided for in the new PMER Department. The position of FoF officer is temporary and requires financial support.

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

Operational Alliances as part of the Secretariat's new operating model are being established at country level. The concept and approach for the implementation of Operational Alliances were developed together with a group of National Societies in the first half of 2006. The purpose of the Operational Alliances is to most effectively utilize the collective resource of the International Federation members and where appropriate, other partners, to achieve greater impact for vulnerable communities through the delivery of quality programmes. Operational alliances enable a joint programme planning and performance management and provide an opportunity to move from ad hoc projects to the development of a holistic programme approach.

In Sudan, Palestine, Yemen, Haiti, Russia, Kyrgyzstan and Nepal, discussions among partners have begun on how to support the National Society in the country to more effectively use support from its partners to improve programme implementation through an Operational Alliance. Joint assessment and planning started in five of the countries. Consultation is ongoing with other National Societies. An advisory group of National Societies has been established to build on National Societies' realities. Learning will feed into the developments of planning, monitoring and reporting systems within the International Federation. This work is being financed by core and appeal funding.

The Secretariat has supported over 20 National Societies in all five regions in the development of CAS. Newly developed CAS guidelines and tool kits were tested with over 25 National Societies from Africa, Europe, Asia Pacific and the Americas. The production of the guidelines and tools in the four International Federation languages are planned for the first half of 2007. In West and Central Africa, 16 National Society leaders attended a CAS training workshop aimed at introducing the concept, methodology and tool kit. The meeting also served to coach CAS facilitators tasked with supporting National Societies in the region. This appeal has funded the support and development of the Cooperation Agreement Strategy.

A key activity in 2006 was the development of a handbook on International Federation coordination in international disasters. The first draft was produced in December with the final production in four languages expected in the first half of 2007. It will be accompanied by a CD-ROM which includes tools to support coordination activities. It focuses on practical coordination steps at the strategic and operational levels for emergency responders. The Handbook acknowledges that a key factor to successful coordination is agreeing responsibilities between Movement actors, based on mandates and policies, in the disaster response planning stage or immediately after the disaster. The content of the handbook is being incorporated into existing trainings for emergency responders. The European Commission's Humanitarian Office (ECHO's) global programme funded this project.

To monitor the implementation of the Seville Agreement/Supplementary Measures a monitoring framework has been developed and reviews of specific context have been done. Consultation sessions have been held to hear the opinions of National Societies on the implementation of the Agreement and its Measures. In addition, a special training package has been developed and shared with all National Societies and delegations. Training sessions have been organized jointly by Movement partners in Geneva and in many countries. These tasks are jointly funded by the International Federation, through both this appeal and core costs, and by the ICRC.

The Movement Cooperation unit redesigned and expanded its section on FedNet. This section focuses on raising awareness of cooperation and coordination policies and strategies, sharing knowledge, training materials and tools for National Societies and delegations on cooperation practices. Funding for this project is provided by contributions to this appeal. Two negotiations training workshops have been successfully arranged for National Society leaders in eastern and southern Africa. Participant

evaluations showed very positive feedback to this training which will be promoted in other regions during 2007.

Working in partnership

All development work in the area of cooperation and coordination to support National Societies and delegations has been done in close cooperation with National Societies. Guidelines and materials have been field tested, input from practitioners sought, and focus or advisory groups used to seek advice on developments. To be able to fulfil and implement the areas of improvements in the FfA, input from International Federation members, as well as from ICRC is imperative.

One World Trust recently released its 2006 Global Accountability Report, which assesses 30 international organizations against the Global Accountability Index. This initiative attempts to measure and compare the accountability of transnational actors from intergovernmental, non-governmental and corporate sectors. As in past years, the International Federation participated in this assessment coordinated through the FoF team. The cooperation with One World Trust will continue in order to complete further the International Federation of Red Cross and Red Crescent Societies (IFRC/RC) accountability framework, an important recommendation of the FoF process.

Contributing to longer-term impact

At the General Assembly in November 2005, the International Federation's membership unanimously supported the outcomes of the Federation of the Future process, and agreed to a set of measures to streamline, improve and scale up our response to the humanitarian crisis today and potential ones in the future. The extensive consultation and engagement of National Societies during this two-year process contributed to this unanimous approval indicating the strong sense of ownership of and commitment to the FoF outcomes by the collective membership. This ownership and commitment has enabled the membership to more effectively plan and implement the FfA, promote the Vision and Values Statement, and provide realistic targets for reaching the Global Agenda goals within their own National Societies. The ongoing engagement of the Secretariat and delegation staff in the Federation of the Future implementation process with National Societies ensures that there is collective support and a common direction to implementing Strategy 2010 and in achieving the Global Agenda.

The development and activities within the area of cooperation and coordination within this appeal contributes to the implementation of the sixth and eighth areas of improvement of the Framework for Action. The implementation of this framework will help the International Federation and National Societies to successfully plan and carry out programmes to achieve the Global Agenda goals.

Looking Ahead

The Federation of the Future support team ensures that the different initiatives developed by the GB, National Societies, and the Secretariat to implement the FfA are coordinated and aligned. Specifically, the Federation of the Future team will:

- Document, promote and share learning and good practice in implementing the Framework for Action with National Societies, including regional and technical networks.
- Support pilot National Societies and help them adapt the Federation of the Future spirit to their local contexts.
- Facilitate the development of a monitoring, evaluation and accountability framework for the Secretariat and National Societies.

The Movement Cooperation Unit will continue to prioritize the FfA to:

- Support National Societies to establish Operational Alliances in order to achieve greater impact for vulnerable communities through the delivery of a quality programme.
- Support National Societies to use CAS processes as the basic country level coordination mechanisms.
- Develop guidance and support tools for global and regional networks.
- Integrate cooperation and coordination methods and approaches into disaster response operations.
- Based on the activities above, develop a comprehensive and integrated framework for cooperation and coordination.

In line with the FoF process, the Human Resources department will strengthen the skill base of the Secretariat and delegation managers through an assessment of defined management competencies and revision of the recruitment and rotational system. Main activities will be to:

- Develop the methodology, processes and materials that will enable the International Federation to assess more effectively the capabilities of internal and external candidates with the potential to support Disaster Management operations more effectively.
- Create comprehensive and professional induction materials for the Secretariat that can also serve for induction programmes throughout the Movement.
- Develop three “one week” modules to develop the skills of International Federation managers, and in particular managers in the field.

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International Federation of Red Cross and Red Crescent Societies

MAA00007 - DELIVERING THE FEDERATION OF THE FUTURE

Annual Financial Report 2006

Selected Parameters	
Reporting Timeframe	2006/1-2006/12
Budget Timeframe	2006/1-2007/12
Appeal	MAA00007
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					2,458,930	2,458,930
B. Opening Balance					201,557	201,557
Income						
<u>Cash contributions</u>						
DFID Partnership					303,260	303,260
Swedish Red Cross					381,784	381,784
C1. Cash contributions					685,044	685,044
<u>Reallocations (within appeal or from/to another appeal)</u>						
DFID Partnership					-25,000	-25,000
C3. Reallocations (within appeal or					-25,000	-25,000
C. Total Income = SUM(C1..C6)					660,044	660,044
D. Total Funding = B + C					861,601	861,601

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance					201,557	201,557
C. Income					660,044	660,044
E. Expenditure					-562,231	-562,231
F. Closing Balance = (B + C + E)					299,370	299,370

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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
BUDGET (C)						2,458,930	2,458,930	
Land, vehicles & equipment								
Computers & Telecom						2,421	2,421	-2,421
Total Land, vehicles & equipment						2,421	2,421	-2,421
Transport & Storage								
Distribution & Monitoring						312	312	-312
Total Transport & Storage						312	312	-312
Personnel Expenditures								
Delegates Payroll	451,900					251,138	251,138	200,762
Consultants	748,800					139,408	139,408	609,392
Total Personnel Expenditures	1,200,700					390,546	390,546	810,154
Workshops & Training								
Workshops & Training	637,750					43,543	43,543	594,207
Total Workshops & Training	637,750					43,543	43,543	594,207
General Expenditure								
Travel	180,000					30,481	30,481	149,519
Information & Public Relation	257,000					45,764	45,764	211,236
Office Costs	18,700					11,018	11,018	7,682
Communications	4,950					1,316	1,316	3,634
Other General Expenses						284	284	-284
Total General Expenditure	460,650					88,864	88,864	371,786
Program Support								
Program Support	159,830					36,545	36,545	123,285
Total Program Support	159,830					36,545	36,545	123,285
TOTAL EXPENDITURE (D)	2,458,930					562,231	562,231	1,896,700
VARIANCE (C - D)						1,896,700	1,896,700	