


Report 2006-2007

 International Federation
of Red Cross and Red Crescent Societies

Delivering the Federation of the Future

Appeal No. MAA00007

03/04/2008

This report covers the period of 01/01/06 to 31/12/07 of a two-year planning and appeal process.



The International Federation is increasing its outreach to the vulnerable communities in Mali, with the help of its local partners. **International Federation**,

In brief

Programme summary:

From 2006 to 2007, the secretariat is adopting the operating model and programming approach to the recommendations made in the Federation of the Future (FoF).

The first objective of the FoF focuses on coordinating the implementation and monitoring of the Framework for Action (FFA). During the reporting period, Federation of the Future outcomes were disseminated as a booklet, and as a DVD in all four working languages. The FoF was the main theme at regional conferences (Asia-Pacific, Europe and Americas), as well as in regional/country-level meetings (Mediterranean and Arab countries). The Movement Cooperation Unit and the FoF team provided the new secretariat zonal structures and the National Societies(NS) with support to align their 2008 to 2009 workplans to FoF recommendations. The constitutional review process was also finalized in the General Assembly 2007 and considered another successful accomplishment in FFA's second area for improvement.

The second objective builds on the Framework for Action and the areas of improvement concerning cooperation and coordination. During 2007, Operational Alliances continued to be developed. Partners jointly assessed, planned, implemented, monitored and measured the performance of a country-based programme to enhance the capacity of the Operating National Society to deliver services to vulnerable communities. The secretariat also sustained its support to the Cooperation Agreement Strategy (CAS) processes around the world, encouraging National Societies and their partners to jointly define common goals and coordinated means of support. The CAS guidelines and toolkit were finalized, translated and disseminated to 186 National Societies and all delegations. The handbook on coordination in disasters was drafted in 2007, and will be tested in 2008. Finally, the International Federation, together with the International Committee of the Red Cross (ICRC), also assessed the implementation of the Seville

Agreement and Supplementary Measures in preparation for the Council of Delegates in November 2007.

The third objective was developed in 2007, and calls on the secretariat to develop a human resources strategy to strengthen the International Federation's volunteer and staff base. Substantial progress was made in fulfilling the four specific activity plans in 2007: develop a methodology to assess managers; develop a Movement-wide induction programme; set up a skill-building programme for international managers; and establish new contracts and approaches to remuneration and benefits for "local" and "near local" professionals. New recruitment and assessment tools were designed and put in place for the selection of the organization's international managers and senior positions on disaster management. During November 2007, a new development programme for recently selected and potential international managers (the International Managers' Effectiveness Programme) was piloted. By the end of the year, new online and interactive induction materials aimed at all staff and volunteers in the entire Movement (RC3) was developed, and detailed proposals on contracts, remunerations and benefits for "local" and "near local" professional staff prepared.

Needs: Total 2006-2007 budget CHF 2,458,930 (USD 2,199,401 or EUR 1,490,261) (out of which 79 per cent covered). [Click here](#) to go to the attached financial reports:

[Report 2006](#)

[Report 2007](#)

[Report 2006/2007](#)

No. of people we help:

- The new country-level cooperation CAS Guidelines and Toolkit for National Societies were distributed to 186 National Societies in the four official languages.
- Thirty-seven International Federation staff received coaching and support on the CAS methodology. Twenty-six National Society representatives received support on their respective CAS process.
- The Board made some strategic decisions on how to engage and support networks and centres more proactively in reaching the Global Agenda goals. In 2008, many networks will benefit from the best practices guidelines which were developed during the reporting period to support the establishment and management of networks.
- Three hundred participants received training on the Seville Agreement and Supplementary Measures in 2007. All NSs received new related training materials.
- The Dakar negotiation training was provided to 32 people (22 West and Central African National Society staff members, and 10 International Federation delegates and representatives).
- Members of the Movement Cooperation Unit briefed some 50 field delegates and NS representatives on cooperation issues.

Our partners:

Main partners are National Societies and secretariat delegations. The Movement Cooperation Unit works in close partnership with the ICRC. The Federation of the Future team, as part of the Planning Monitoring and Evaluation Department, works with One World Trust, Gallup International, and the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP).

Current context

The Secretary General has developed a new operating model which aims to improve and focus on the services provided to the membership when implementing the Framework for Action. This new model will help the International Federation better reach its Global Agenda goals.

The Movement Cooperation Division which included both the FoF support team and the Movement Cooperation (MC) Team was split at the beginning of 2006 and integrated into other departments and divisions to ensure a secretariat-wide ownership of responsibilities and actions in implementing the Framework for Action. 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 has taken the lead to strengthen and improve cooperation and coordination of the Movement in accordance with the FFA. 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.

Progress towards objectives

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

The results of "Our Federation of the Future" process is shared with National Societies in the following ways:

- "Our Federation of the Future" FedNet pages available in all official languages.
- NS leaders received briefings on the FoF from regional and country delegations.
- More than 200 people, governance or senior managers of National Societies received briefings on "Our Federation of the Future" during their visits to the secretariat.
- The final report of "Our Federation of the Future" process also available in Russian.

As part of the "Our Federation of the Future" management process, the Governing Board established a High Level Advisory Group (HLAG) as a governance body responsible for monitoring the implementation of the Framework for Action.

- The "Our Federation of the Future" team supported the HLAG members in its meetings, to agree on a common and shared understanding of the outcomes of the "Our Federation of the Future" process, and the tools needed to monitor and implement the FFA.
- The High Level Advisory Group raised the "Our Federation of the Future" during the European Conference, the Mediterranean Conference and the Arab National Societies Conference.
- The secretariat developed mechanisms to gather data from National Societies in the areas of the Global Agenda and the Framework for Action that will serve as baselines for future scale up of activities.

The "Our Federation of the Future" support team organized the working groups held during the General Assembly 2007. National Societies provided inputs on how the International Federation should include environmental degradation (including climate change), emergent and recurrent diseases and other public health challenges, violence in the community and migration in its strategic framework.

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

The International Federation, together with a group of National Societies came up with the concept and approach for Operational Alliances in the first half of 2006. Operational Alliances were developed to effectively utilize the collective resources of the International Red Cross/Red Crescent Movement and other partners. Operational Alliances enable a joint programme planning and performance

management approach, as well as provide an opportunity to move from ad hoc projects to the development and implementation of a holistic programme. Where appropriate, Operational Alliances also enhance the capacity of the Operating National Society to achieve greater impact for its work with vulnerable communities.

During 2007, a communication strategy was developed, and a pool of respective Operational Alliance Advisors were recruited, trained and deployed to support pilot countries.

By the end of 2007, Operational Alliances processes were initiated in seven of the 10 pilot countries (Democratic Republic of the Congo, Haiti, Kyrgyzstan, Nepal, Palestine, Sudan and Yemen), with implementation starting in several of the pilots. In the other three pilot countries (Brazil, Russia and Sri Lanka), it was agreed that Operational Alliances was not the most appropriate partnership arrangement.

The advisory group of National Societies was established in 2006 to guide the development of Operational Alliances. In 2007, it met twice and advised the Secretary General that the learning from the pilots was enough to move towards a broader roll out of the Operational Alliances (financed from core and appeal funding).

Throughout the reporting period, the secretariat continued to encourage National Societies to increasingly take charge of their own cooperation and coordination through the CAS approach. Approximately 20 National Societies are engaged or moving towards a CAS process in order to better manage their relations with the Movement and external partners. A number of National Societies, including Cambodia, Nepal, Democratic Republic of the Congo, Indonesia and the Democratic Republic of the Congo, have or are about to review their CAS process in order to update their cooperation strategy. The revised CAS guidelines and the new CAS toolkit have been sent to all National Societies, delegations and to the ICRC. A communication tool highlighting the complementarities between the CAS process and Operational Alliances was also developed and sent to all National Societies and delegations.

A key activity in 2007 was the development of a handbook on International Federation coordination in international disasters. The final draft was produced in October and along with the development of the tools in 2008 to accompany the Handbook, it will be tested in 2008 in international disaster response operations. The Handbook focuses on practical coordination steps at the strategic and operational levels for emergency responders, recognizing the importance of agreeing responsibilities between Movement actors in the disaster response planning stage or immediately after the disaster to achieve successful coordination. The content of the handbook is being incorporated into existing trainings for emergency responders.

A monitoring framework was developed for the implementation of the Seville Agreement/ Supplementary Measures. Three in-depth reviews of specific contexts where Seville Agreement and Supplementary measures were applied, were conducted. Results showed an overall positive application of the Seville Agreement. An updated training package was developed and shared with all National Societies and delegations. Training sessions were conducted jointly by the International Federation and the ICRC in Geneva, along with many National Societies around the world.

The Movement Cooperation unit also expanded its section on FedNet. The section focuses on raising awareness of cooperation and coordination policies and strategies, sharing knowledge, and on training materials and tools on cooperation practices for National Societies and delegations.

Considering the positive feedback received from participants after the two negotiations training workshops in Eastern and Southern Africa in 2006, the secretariat decided to offer a similar training to selected staff of the West and Central African National Societies. Thirty-two participants attended the workshop in Dakar, Senegal in December 2007. The workshop focused on negotiations within the Operational Alliance frame, allowing participants to familiarize themselves with the concept and

providing them with negotiation tools. The feedback to this workshop has been positive, and the secretariat will consider the possibility of duplicating this training to other regions in 2009.

The Movement Cooperation Team in the secretariat acts as a global focal point for networks and regional and network centres¹, promoting lessons learned and global coherence. In early 2007, the MC Team conducted a review of the centres and networks, with an aim to develop an overview of the current situation within the International Federation on the scope and effectiveness of these centres and networks. The outcomes of this research were presented to the Governing Board in May. The Board endorsed the recommendation that commissions should consult networks and centres regarding policy development, as well as endorsed the principles and procedures on how to better support networks and centres. Following this, the draft guidelines for regional networks were developed. These guidelines will be tested in all zones in 2008. During the same period, regional disaster management networks in South East Asia, West Africa, the Middle East and North Africa, Europe and the Americas benefited from UK Department for International Development (DFID) support on knowledge sharing and learning activities.

Objective 3: Develop a human resources strategy to strengthen the volunteer and staff base of the International Federation.

Four distinctive streams of activity were undertaken:

Manager Assessment

Significant progress was made in improving the skill base of International Federation managers by introducing a new assessment and appointment process based on defined management competencies. The assessment centre was used in the selection of candidates to fill leadership posts in the zones, and in subsequent international manager positions. Against a target of 60 candidates to be assessed, eight assessment centres were used, involving nine trained assessors and 76 candidates. An individual assessment-based approach was used for Director-level appointments during the year, and a further assessment centre aimed at international managers' positions was developed and piloted.

A Movement-wide Induction Programme

Plans to refocus the Basic Training Course (BTC) towards the operational areas of international mobilization relied upon the development of a consistent and comprehensive Movement-wide induction programme. Ambitious plans to develop online and interactive induction modules that can be accessed and used by all volunteers and staff in the Movement have been fulfilled, and the English version of the new programme, currently titled World of Red Cross and Red Crescent (WORC), is ready for launch. The online induction programme will feature video and audio support to visual materials; online testing; a pass/fail exam; links to National Society induction tools and materials; and CD and print versions for use (where internet connections are less readily available).

International Manager Skill Building

The International Managers' Effectiveness Programme was piloted in November 2007, using the results of the eight international manager assessment centres held during the course of the year. The programme is designed to analyze the successes and areas of relative weakness exhibited by candidates against all eleven international manager competencies or dimensions. Special attention is devoted to integrity, leadership, communications, people management, and decision making and judgment. Senior managers from the secretariat in Geneva, and a selection of current international managers based in the field participated in the pilot programme. Their comments on the programme will be incorporated into an improved version of the programme to be run three times in 2008.

¹ These are centres established on the initiative of a National Society or a group of Societies to provide expertise, support knowledge sharing, develop methodologies or tools for members or similar activities often on a regional basis. In some instances, centres have been set up by networks as a natural step to ensure better coordination and follow-up within the network.

New contracts and approaches to remuneration and benefits for “local” and “near local” professionals

Increasing the quality and diversity of the International Federation’s professional staff relies upon producing a new approach to the contracts and payment of “local” and “near local” professionals, especially with the establishment of the various zones. In 2007, discussions were held with National Societies and the Human Resources Strategic Advisory Group. Despite the concerns, at the end of 2007, a detailed model and approach had been prepared for final decision making, using Southern Africa as a model.

Working in partnership

Members of the International Federation and the ICRC have been key to fulfilling and implementing the areas of improvement in the Framework for Action. During the reporting period, the Movement Cooperation Unit focused on improving the cooperation between partners within the International Federation and with the ICRC, in order to achieve optimal outcomes with the resources available.

Contributing to longer term impact

The ownership and commitment of the National Societies in the Federation of the Future process has enabled the membership to more effectively plan and implement the Framework for Action, as well as provide National Societies with realistic targets to reach the Global Agenda goals. The secretariat and delegation staff continue to work with National Societies on the implementation of the Federation of the Future, in order to ensure that there is a collective support and a common direction to implementing Strategy 2010, and in achieving the Global Agenda.

The activities within this programme contribute 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 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 Governing Board, National Societies and the secretariat to implement the Framework for Action are coordinated and aligned. Specifically, the Federation of the Future team will:

- Document, promote and share learning and good practices in implementing the Framework for Action with National Societies, including regional and technical networks.
- Support the High Level Advisory Group on the implementation of the Framework for Action.

The Movement Cooperation Unit will continue to prioritize the Framework for Action 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 mechanism.
- 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.

The Human Resources Department will continue to:

- Strengthen the human base of the organization.
- Increase the use of the assessment centres, based on the accomplishments made in this area in 2007. Through engagement with National Societies, the approach is increasingly being adopted as a best practices standard in local and international recruitment decisions.
- Increase opportunities for personal and professional career moves for managers through the manager effectiveness programme.
- The formal launch of the Movement-wide induction programme will provide a new way of getting to know the Movement for literally millions of people inside and outside the Movement. It will also allow the International Federation to move forward with the refocus of the Basic Training Course under the ongoing IMPACT project, which aims to improve the quality of induction courses for newly hired field managers. The Human Resources (HR) function which is currently being decentralized to the zones will need a lot of support, and the centre will play an important role in supporting and maintaining HR standards and coherence at both the local and international level.

How we work

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 \(Sphere\)](#) in delivering quality and accountable 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>

The International Federation's activities are aligned with its 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 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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