

Annual report

 International Federation
of Red Cross and Red Crescent Societies

Effective cooperation within the Movement

Appeal No. MAA00033

14/04/2009

This report covers the period
01/01/2008 to 31/12/2008



The new Secretary General Bekele Geleta, providing feedback to participants at the Cooperation Learning Conference, October, 2008.
International Federation

In brief

Programme purpose: The overall objective is to develop and implement a comprehensive framework to support effective cooperation within the International Federation and the Movement at the country and regional level. The Movement Cooperation programme contributes to action points six, seven and eight of the Framework for Action.

The Movement components work, coordinate and make joint decisions through different cooperation arrangements: partnership meetings, regional networks, regular coordination meetings at the country level, the Cooperation Agreement Strategy (CAS) processes, Operational Alliances and a number of other cooperation and coordination initiatives. The development and continued functioning of these cooperation arrangements are supported through training, coaching and access to practical tools such as guidelines on cooperation, training modules and agreement templates that aim to strengthen partners' cooperation skills.

Programme summary: The Movement Cooperation programme comprises policy work, guidelines and tool development and coaching/training to facilitate country, regional and zonal cooperation and coordination arrangements, particularly through Operational Alliances (OA), CAS and coordination in disasters processes. The programme also supports the zones in their support role to networks, through the provision and maintenance of a set of guidelines, and with technical advice.

Financial situation: The total 2008 budget was CHF 1,530,963 (USD 1,458,060 or EUR 1,020,642), of which 82 per cent covered. Expenditure overall was 72 per cent.

[Click here to go directly to the attached financial report.](#)

No. of people we help: The programme, through the Movement Cooperation unit at the Geneva secretariat, supports others within the International Federation secretariat to achieve their cooperation goals. Zonal staff are the main target group of the programme. The programme provides the necessary policy framework, tools, training and coaching to support this group to work with National Societies in developing and managing cooperation and coordination arrangements. This involves working directly with country/regional representations or National Societies in agreement with the seven zone offices. Services are also provided to Participating National Societies (PNS), for example, regarding cooperation arrangements, providing programme agreements, etc. The policy development work and the cooperation with the International Committee of the Red Cross (ICRC) has involved liaison with various target groups at the country, zonal or global level within the International Federation or the wider Movement.

For Operational Alliances, a manual has been finalized, and has been disseminated electronically to all zonal and regional offices, and National Societies at the country level. Ongoing support has also been provided by the Movement Cooperation Unit (MCU), in conjunction with, zonal offices and country heads of delegation (HoD) to the National Societies of Nepal, Sudan, Yemen, Palestine, Haiti, and the Democratic Republic of the Congo (OA pilot countries). In addition, financial support has been provided from the MCU to the Cambodian Red Cross Society in designing an OA for a long-term disaster management (DM) strategy, and to the Kyrgyzstan Red Crescent Society in designing an OA around an integrated programme approach to community development. Movement Cooperation unit staff have also provided ongoing support to new OA countries, which include: Ethiopia, Mozambique, Rwanda and Sierra Leone.

For Movement Cooperation in international disaster response: Direct support, through advice and provision of tools and training for promoting coordination, has been provided to the following operations: Georgia, Haiti, the Southern Africa floods, the East Africa food security, the Zimbabwe crisis and cholera, the Caribbean hurricane, Myanmar, China, Sri Lanka, and high food prices.

In Geneva, training on the Seville Agreement has been provided to 27 different National Society staff, 45 new delegates and 10 International Federation staff in Geneva.

During 2008, the Movement Cooperation unit provided support and coaching on the CAS process to 25 International Federation staff working in zonal, regional and country representations.

To promote and support the work of the Red Cross Red Crescent networks, the unit developed guidelines for International Federation networks available to secretariat staff and National Societies on FedNet. Seven DM network focal points benefited from advice on the development of proposals for network activities funded by the UK Department for International Development (DFID). In 2008, the DFID fund has been utilized by all seven zones in further strengthening the capacity of DM networks and its members at the zonal, regional and country level.

Our partners: The overall aim of the programme is to improve the impact of cooperation within the International Federation. To this end, the Movement Cooperation unit is working with National Societies on a number of initiatives. Through the Operational Alliances Advisory Group, National Societies have provided strategic advice on the roll out of the Operational Alliances. The Africa 8 group of National Societies is contributing to the development of tools for measuring relational and organizational dimensions of cooperation between International Federation members. Through the Code for Good Partnership Group, the unit is working with ICRC and a number of National Societies to define the key principles that should guide all Movement relationships. In collaboration with the ICRC, it is also guiding the monitoring of the

implementation of the Seville Agreement and Supplementary Measures. During 2008, the Movement Cooperation unit worked with a researcher who has extensive experience studying the partnership practices of northern and southern organizations. This independent researcher is collaborating with the unit to support the learning process of members who contributed to the Cooperation Learning Conference in September 2008. In addition, the unit is strengthening coordination between partners in disaster response through the promotion of training, coordination tools, and frameworks with Operating National Societies, PNS, ICRC and International Federation staff.

Context

The Federation of the Future process¹ which followed the mid-term review, concluded that a new operating model was needed for the International Federation to be able to achieve the Global Agenda goals as adopted by the General Assembly. Cooperation and coordination activities underpin the new operating model. These activities are part of the core membership services, mainly the three services that aim at: nurturing global and regional partnerships; facilitating networking; enabling relationship management within the Movement; and improving coordination in disaster response. The approach for the development of Global and Operational Alliances aims to create effective partnerships that enhance the use of resources, increase the capacity of National Societies, and thus their impact on beneficiaries and wherever possible, building on the Cooperation Agreement Strategies developed at the country level. Within the area of disaster management, improving cooperation and coordination between Movement components is instrumental for an effective response. Therefore, an emphasis is placed on mainstreaming coordination functions into the daily work of disaster managers at all levels of the International Federation's secretariat.

During the first quarter of 2008, members of the unit contributed to the development of a document outlining the new operating model, its components and inter-linkages.

The zonal structure is increasingly being consolidated, and it has become clear that Movement Cooperation issues within the zonal offices are to be the responsibility of the deputy head of zone. This has enabled a coordinated approach to planning to meet the needs of the zonal personnel during 2008.

Progress towards outcomes

Outcome(s)/Expected result(s): Policy, guidelines and agreements for cooperation aspects within the new operating model are available and known.

The guidelines for Red Cross Red Crescent networks have been developed based on consultations carried out with secretariat network focal points and network members in early 2007. The guidelines have been developed to support best practice in Red Cross Red Crescent networks, and are available to all National Societies on FedNet. The guidelines are a resource for current network participants and National Society staff who may start or join a network in the future, and National Society leaders making strategic decisions about network participation. During 2008, an independent consultant was hired to update the guideline in consultation with key office bearers and members of different networks worldwide. The consultant successfully managed to interview and collect feedback from seven key persons of the networks in South East Asia, the Pacific, Europe and South America. The updated guideline in English is available in the Movement Cooperation unit, and will be translated in French, Spanish and Arabic by mid-2009, as well as will be available on FedNet.

¹ The Federation of the Future process followed the Mid-term Strategy 2010 review, and defined how the International Federation was going to work more effectively as a Federation and as a Movement to achieve its mission of alleviating human suffering.

The draft Handbook for the International Federation: *Working Together in International Disaster Response*, and the accompanying tools were updated, and continue to be used as a working tool to improve coordination in the field.

A draft memorandum of understanding (MoU) for the Seville Agreement and its supplementary measures has been developed, and following feedback from the field will be finalized during 2009.

A process has been outlined for the development of the Code of Good Partnership to be presented to the Council of Delegates in 2009. Ongoing work relates to consultations on the content, implementation, and monitoring of the code.

Outcome(s)/Expected result(s): Human resource support, training and tools to support Operating National Societies to develop OA and CAS are provided to the zones.

Training to the zonal offices: During the reporting period, the Movement Cooperation unit developed modules for the first CAS/OA training workshop held from 2 to 4 October 2008. Twenty-six participants from the zonal offices in Africa, Asia and the Americas attended, alongside PNS, the ICRC and four National Society focal points for CAS/OAs. The purpose was to develop a pool of CAS/OA facilitators, who will be able to support and facilitate CAS/OA processes at the country level.

Participants received training in Federation and Movement Cooperation strategies, the steps in the CAS/OA process, the role of the Federation secretariat to support these processes, and facilitation-skills training.

In the post-training evaluation from participants, 94 per cent of the participants stated that the training was good or very good. Over 90 per cent of Federation staff and 80 per cent of National Society staff assessed their ability to support and facilitate CAS and OA processes as medium, high or very high. Therefore, the main course objective had been achieved for participants to facilitate CAS and OA processes.

The OA Manual: The OA manual has now been finalized, and is available on FedNet. The manual has been written for an Operating National Society's governance and management. Part A provides a practical step-by-step approach to explore, build, implement and maintain OA. Part B provides detailed guides to help practitioners plan, manage and review OA. Part C provides useful tools and templates that have been used in OA pilot countries.

The finalized OA manual includes:

- Financial reporting guidelines. These clarify how to capture all financial activities under one financial report to all partners, and builds on learning from the Tsunami Federation-Wide reporting. The guidelines will be field-tested by the Palestine and Sudan Red Crescent Societies in 2009, before final refinement.
- Guidance for determining if partners are ready to form an OA. This is a bottom-up, self-assessment tool to be completed by all partners to assess their own and other partners' readiness.
- Revised guidelines for planning and reporting, now synergized within the secretariat's planning, monitoring, evaluation and reporting (PMER) systems.
- Guidance on how to conduct a baseline survey for an OA, so practitioners can now measure the real changes under an OA.

The Global Communications Strategy for CAS/OAs: The 2008 OA evaluation found that within the secretariat and National Societies, there is still confusion over the OA concept, and

linkages with CAS, Global Alliances and other components of the new operating model. During 2008, a global communications strategy has been finalized for 2009 to 2010 to significantly raise awareness within the target groups below on how OAs and CAS fit under one framework of country-level cooperation. The target groups are:

- The secretariat in Geneva.
- The ICRC in Geneva.
- Zonal offices (includes regional, and country-level offices and ICRC field delegates).
- Operating National Societies.
- PNS and back donors.

This means that by 2011 there will be a comprehensive awareness within each of these target groups on how OAs and CAS complement each other at the country level for development cooperation. Also included are how OAs and CAS are applicable in Movement Coordination in Disasters (MCiD)² approaches. It is anticipated that this, in turn, will also leverage further zonal and country-level support to existing and new OAs and CAS processes.

As mentioned above, during the first six months of 2008, the Movement Cooperation unit provided support and coaching to 23 International Federation staff working in zonal, regional and country representations on the CAS process. This included support to:

- analyze cooperation strengths and challenges in country and regional contexts;
- develop appropriate processes for improving country and regional cooperation;
- identify and make visible power imbalances between partners;
- establish more open dialogue between partners, building consensus and commitment to common goals;
- prepare and facilitate partnership and coordination meetings;
- coach National Society CAS focal points and management and governance leaders;
- draft cooperation strategies; and
- monitor the relational and the organizational dimensions of partnerships.

Outcome(s)/Expected result(s): Enhanced understanding of networking as a working method for National Society knowledge sharing among National Societies/networks and zones.

During 2008, the DFID funding for networks has been allocated to the seven zones to develop and implement DM network activities in order to further strengthen the capacity of DM networks and its members. Through this initiative, the Movement Cooperation unit is capturing learning about the added value of networks in facilitating the exchange of knowledge, experience, good practice and ideas between members to support the improvement of National Society programmes and services.

The DM networks provided a forum for issues to be discussed, summarized, and acted on. They also provided a forum for Federation policy and wider developments to be communicated to practitioners in National Societies. The peer-to-peer activities which have emerged from the informal culture of contacts and exchange established through the East Africa and the Middle East and North Africa (MENA) network demonstrates the solidarity created through networking.

In East Africa, four exchange visits were organized between the Burundi, Comoros, Uganda, Tanzania and Sudan National Societies where DM focal persons exchanged skills and experience on community-based disaster risk reduction, vulnerability capacity assessments, and the development of contingency plans. A peer review of Disaster Relief Emergency Fund (DREF) supported cholera operations in Kenya and Uganda was conducted jointly by the Kenya

² MCiD refers to how the International Federation works with all Movement components in international disaster response according to Movement policies, strategies, and International and Council of Delegate resolutions

and Uganda Red Cross Societies and the zonal office, which included extensive field visits and studies of relevant documentation and processes. The zone documented the successful implementation of an innovative shelter programme within the recovery phase of the 2007/2008 Uganda floods operation, as an example of best practice in the zone.

The Southern Africa zone organized a regional meeting to discuss the conceptualization of a preparedness and risk reduction programme for the Zambezi River Basin initiative with participation from seven National Societies. Vulnerability and capacity assessment (VCA) and branch capacity assessment (BCA) conducted in seven countries to collect data for the development of the concept paper and proposals for the Zambezi River initiative. As a result, the final draft project document on the preparedness and risk reduction programme for the Zambezi River Basin initiative is prepared and ready for sharing with potential partners.

In 2008, MENA zone engaged in a comprehensive and participatory planning process to develop the “MENA Disaster Management Excellence Strategy”. This strategy aims to significantly increase capacities to provide assistance and to increase community resilience throughout the MENA zone. The effort has resulted in a draft MENA DM Operational Strategy 2009 to 2011 which complements the global Federation DM Operational Strategy for the same time period. The final draft is now available and entails a new vision, and a set of key strategic objectives around the five themes of integration, tools and instruments; human resource development; coordination and cooperation; advocacy; humanitarian diplomacy; and resource mobilization. It is complemented by a new model and structure for DM excellence in MENA and a set of critical activities for the next three years to ensure focused implementation.

Similarly, the MENA zone also supported the Palestinian Red Crescent Society (PRCS) in the development of their contingency plans as a part of its zonal priority to build National Society disaster response and contingency plans at national levels, based on expected scenarios. PRCS staff and volunteers were invited to work on the development of the scenarios focusing on earthquake and armed conflict.

The West and Central Africa zone organized meetings with National Societies, the Red Cross Red Crescent climate centre and the AGHRYMET3 (a centre for drought control) to identify methods for the network to support food security issues. Similarly, Climate Risk Management (CRM) tools in DM programming have been developed. With the information provided by climate partners, National Societies have prepared themselves for the flood seasons with realistic contingency plans and simple early warning systems for communities. The International Federation launched an appeal—flood preparedness—based on climate prediction.

Collaborations between the West and Central Africa zone office, the African Centre of Meteorological Applications for Development (ACMAD) as a climate organization and the AGRHYMET (an organization focusing on agriculture and hydrology) are currently being discussed and advanced to use scientific-based information to support farming techniques and the use of appropriate seeds and fertilizer. Another project supported by Meteo France is planned for 2009 on a possible model to prevent flooding in Kinshasa

The Americas zone’s workshop on cooperation and coordination in international disaster response within the Movement and with other actors took place in Cartagena, Colombia. Participation included members of governing bodies, senior management and the disaster management departments of National Societies of the Americas, PNS representatives working in the Americas, representatives from ICRC and Federation secretariat staff. The DM network meeting helped to share experiences, lessons learned and best practices between the

³ Specialized technical centre attached to CILLS which focuses on providing training and advisory services around food security and better management of natural resources in the Sahel region

participants. Participants have agreed on several points of action to improve the overall cooperation and coordination in disaster management in the Americas region.

The Asia and Pacific zone has successfully conducted a DM simulation exercise with the senior management, which was organized in conjunction with the South Asia secretaries general's forum in Nepal. The meeting served as an excellent networking opportunity between National Societies in the South Asia region and allowed the secretaries general to build mutual support for regional initiatives, and to engage in a disaster simulation exercise. The secretaries general expressed that they learned more about the regional and global disaster response tools available to a National Society, had a chance to examine their actions in a real time setting, and help sharpen and improve their disaster management skills in preparation for the next disaster.

In the Europe zone, the DM database has been expanded to the new National Societies of Central Asia (CA) region: Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Red Crescent Societies. The user interface of database, called the Disaster Response Information System (DRIS), has been translated into Russian. The application has been installed on DM coordinators' computers. Training on how to use electronic DM database was organized in December in Almaty, with the participation of DM staff of CA National Societies and Federation DM officers from the CA regional representation and the Tajikistan country representation. Now the DM database is operational in two regions of the Europe zone, with the ability to share data about Regional Disaster Response Team (RDRT) members and stocks of emergency items in central warehouses. Similarly, the online learning was completed with a pilot course on Federation disaster response tools with 12 Federation staff. The tool, a simple questionnaire, *Tips on approaching beneficiaries and who to talk to*, was also successfully completed. This has been piloted by the PMER and DM coordinators, together with volunteers in the two Central Asian DREF operations.

Outcome(s)/Expected result(s): Tools to support disaster responders to integrate movement coordination in international disaster response are available to National Societies and zones/disaster management units (DMUs).

An update of the four-hour standard training package on the Seville Agreement and Supplementary Measures (SA/SM) began at the end of 2008 and continues into early 2009. Key objectives for this update are to ensure its user friendliness by National Societies and zone offices delivering the training, by improving the understanding of its application in disaster relief operations, and by placing an increased emphasis on defining roles and responsibilities of Movement partners in disaster preparedness and contingency planning. Shorter training modules on SA/SM were developed and incorporated into the World of Red Cross Red Crescent online training for zonal offices (upon request), and continued incorporation into the induction course for new Federation delegates.

Workshop and training modules on how to improve cooperation and coordination in international disaster response were developed to both identify and address key issues in coordination, and to promote good practice between Movement partners. Using the draft *Handbook on Federation Coordination: Working Together in International Disaster Response* as a guide, coordination learning was captured from four operations: the hurricane response in the Caribbean and Haiti, the typhoon in Myanmar, and the earthquake in China. This was accomplished through two network meetings: the global disaster management working group, and through an Americas regional disaster management workshop on cooperation. In addition, training modules on coordination in disaster response were developed, based on the Seville Agreement and Supplementary Measures and the draft handbook, and incorporated into the International Federation's International Mobilization and Preparation for Action, (IMPACT), the new basic training course for delegates, the global disaster relief training, Field Assessment Coordination Team (FACT)/RDRT, and the upcoming disaster management induction course.

Practical coordination tools to support International Federation coordination with Movement partners have been developed and are being tested, adapted, and updated based on learning

captured from relief operations. These include the Movement Coordination Frameworks, model Movement Cooperation job descriptions, joint statements and agreements; templates for mapping partner resources and competencies; and information/communication with partners. Ensuring a systematic approach to do this remains a challenge due to human resource limitations.

Outcome(s)/Expected result(s): Improved coordination with the ICRC at the country and Geneva level.

Joint collaboration continues to take place in Geneva to monitor and support a coordinated Movement approach to capacity building and international disaster response in the field, and on global trends and issues. This is delivered through training on, and monitoring of the implementation of the Seville Agreement and Supplementary Measures; promotion of joint planning and coherence at all levels of the two institutions in common programmes; and through joint statements on key global issues and large disasters.

In addition, ICRC and the International Federation jointly designed and facilitated the Participating National Societies' information meeting in June 2008 that focused on follow up from the Statutory Meetings of 2007, with a special focus on migration. Outcomes from this meeting have been utilized to inform policy development, for example, the developing migration policy.

Achievements

- Completion of the OA pilot phase evaluation to inform future Movement Cooperation work.
- Finalization of the Operational Alliance manual.
- Delivery of the first CAS/OA training workshop for zonal staff. Availability of 31 zonal, regional and national resource persons to facilitate the CAS and OA process worldwide.
- Finalization of the global communications strategy for CAS/OAs.
- Delivery of two workshops on improving cooperation in international disaster response.
- Action taken by National Societies and the zone to address key coordination issues in international disaster response.
- Organization of a global Cooperation Learning Conference for 70 participants from 30 National Societies, the International Federation and ICRC. The conference produced 12 key recommendations to inform the development of Strategy 2020.
- Development of joint communications with ICRC in relation to disasters.
- Enhanced learning and sharing among Red Cross Red Crescent networks, and the availability of updated networks guideline.

Constraints or Challenges

Whilst the consolidation of the zones is increasingly being achieved, there remain challenges in terms of ensuring resources for Movement Cooperation functions in the field to support country-level relief and development processes. In addition, there is a need to focus on strengthening skills and competencies of staff in facilitation and coordination.

Working in partnership

The OA Advisory Group: Key participants from PNS headquarters, National Societies implementing OAs, the ICRC and secretariat staff from the zones met in April and November 2008. The group has continued to develop best policy and practice to further develop the OA concept and tools for National Societies, while reporting their recommendations to the International Federation's secretary general.

In April, 2008, the group analyzed the findings from the external evaluation, and reported their recommendations to improve the wider roll out of OAs to Secretary General Bekele Geleta. In November 2008, the group finalized the OA strategy, (OAs in international disaster response and the global communications strategy), and tools (Guidance for determining if partners are ready for an OA, and Guidance on how to Measure progress under the “Seven Ones”).

At the November 2008 meeting, the Advisory Group concluded that it had fulfilled its mandate, and recommended that the current group be dissolved. It also emphasized, however, the need for continued exchange of learning among OA countries. The group has gained broad knowledge and understanding of cooperation issues, and it is anticipated that the secretariat should continue to use its expertise in different ways.

The Code for Good Partnership (CfGP): Aims to establish principles for partnerships between members of the International Red Cross and Red Crescent Movement. Specifically targeting National Societies, the International Federation and the ICRC, the draft CoGP is based on lessons learnt from working together, the Fundamental Principles of the International Red Cross and Red Crescent Movement, Statutes of the Movement and Movement policies. A small network has been formed to move the process forward. A final draft will be presented as a resolution/recommendation to the Council of Delegates in October 2009.

Contributing to longer-term impact

Findings from the 2008 OA Evaluation

Following the findings at the September 2007 OA advisory group meeting, the group informed Secretary General Bekele Geleta that there was enough learning from the pilots to move towards a broader roll out of the Operational Alliances in 2008. It was then agreed that an evaluation of the pilot phase be commissioned to ensure learning for the broader roll-out strategy. The evaluation was commissioned in late 2007, and reported in March 2008.

This evaluation found that in Nepal, Palestine, Sudan and Yemen (the four pilot countries at the early implementation stage), the OA process had already resulted in improved cooperation and coordination between Movement partners, whilst increasing the potential for greater programme impact of Federation-wide support to meet the Global Agenda goals:

- The OA is positioning the Operating National Societies more in the “driving seat” to implement its own strategic priorities, and to improve the accountability and transparency of the PNS.
- The alignment of joint planning and reporting systems, despite the extra management time involved, shows strong potential for reducing the burden on an Operating National Society, while increasing the collective impact of Federation-wide support.

Cooperation Learning Conference, 15 - 18 September 2008: CAS and Operational Alliances: at the cutting edge of the new operating model?

Over 70 representatives from 30 National Societies, the International Federation and ICRC, who have been closely involved in cooperation initiatives throughout the world, participated in this unique event. The purpose of the Cooperation Learning Conference was to improve the International Federation’s cooperation practice, and it had two important objectives:

1. To identify whether and how the International Federation’s key cooperation mechanisms (CAS and Operational Alliances) are helping National Societies and their partners to improve their cooperation.
2. To develop recommendations on working together more effectively, to inform the International Federation’s new 10 year strategy (*Strategy 2020*).

Findings from the conference

Prior to the Cooperation Learning Conference, 16 National Societies took part in a global review of CAS and OAs⁴.

Learning from CAS included:

- All National Societies reported that their CAS process has resulted in improved capacity to address vulnerability, a clearer focus on need and evidence-based planning, and partners' better understanding of the priorities of the Operating National Societies as expressed in their strategic plans.
- Most National Societies pointed out that the CAS had also resulted in improved coordination and learning between programme areas, together with some improvements in the area of monitoring and evaluation.

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Learning from OAs included:

- Programmes under OAs are aligned to national goals and needs, resulting in improved scale up, and have the strong potential to reach more vulnerable people with improved quality programming.
- Operating National Societies report that experience of leading the OA process has increased confidence amongst staff to lead the planning processes, together with strengthening National Society systems, such as the human resources and the financial management systems.

On the final morning of the conference, participants presented 12 recommendations to the senior management and the International Federation's secretary general. Key recommendations to inform Strategy 2020 (S2020) included:

- S2020 should include an agenda for change to improve cooperation. Stronger leadership is necessary within Geneva, and the zones, to support and implement these cooperation mechanisms that are already demonstrating success.
- S2020 must re-emphasize that the National Society strategic plan is the framework around which all partners align.
- S2020 should strongly encourage National Societies, together with the secretariat, to regularly measure the performance of their partnerships.
- S2020 must recognize and empower the secretariat's role in cooperation processes through coordinating, facilitating and supporting National Societies to lead their own cooperation processes.
- S2020 should include an objective to advocate collectively to reduce donor conditionality, and promote good donorship practices, by integrating a long-term perspective in all humanitarian and development funding.

Judged by the response from participants and senior management, the conference was seen as very successful. The Learning Conference Report is available on FedNet's Movement Cooperation homepage: <https://fednet.ifrc.org/sw69288.asp>

⁴ **For CAS:** The National Societies of: Cambodia, Colombia, the Democratic Republic of the Congo, Indonesia, Liberia, Kenya, the Democratic People's Republic of Korea, Nepal, Palestine, Rwanda, Sudan and Uganda.

For OAs: The National Societies of the Democratic Republic of the Congo, Kyrgyzstan, Nepal, Palestine, Sudan and Yemen.

Cooperation and coordination lessons learned from three disaster relief operations (the Kenya floods, the Asian tsunami, and the Mozambique floods) have been shared with disaster managers in the Southern Africa floods, the East Africa food security, and the Myanmar cyclone.

The review of Movement Cooperation in general was completed during the first half of this year. The review recommended a more strategic approach to working within the International Federation with Operating National Societies and with ICRC, and increased liaison with external experts on cooperation. These findings will be taken into consideration for the Movement Cooperation's work during 2009.

Looking ahead

The work for 2008 has closely followed the plan for this period. All activities for 2008 were delivered, with the exception of the negotiations training. This was not implemented due to a decision to focus on the facilitation/coordination competency development,

| How we work | |
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| <p>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".</p> | <p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • 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. |
| Contact information | |
| <p>For further information on this programme, contact:</p> <p>Matthias Schmale, Under-secretary general, Development; e-mail: matthias.schmale@ifrc.org; phone: +41 22 730 4686; and fax: +41 22 733 0395.</p> | |