

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

COMMUNICATION, ADVOCACY & PARTNERSHIPS

(Appeal 01.71/2002)

Click on programme title or figures to go to the text or budget

Total: CHF 8,114,479

Introduction

In today's complex world, delivering services to those most in need is necessary, but insufficient on its own. In addition, people have to be mobilised, decision-makers influenced and partnerships strengthened for there to be an effective impact on the lives of vulnerable people. In short, this Global Programme will help the Federation make a significant difference to the beneficiaries it supports by improving communications, advocacy and partnerships.

Vulnerable people have received more effective support because of the greater coordination and effectiveness of Federation programming brought about by work in communications, advocacy and partnerships. Major recent developments, along the lines of the three strategic directions in *Strategy 2010*, are summarised below.

Responsive and focused

In major disasters in 2001, such as the earthquakes in Gujarat, India, as well as Peru, the Federation helped bring and maintain the plight of vulnerable people into the international and media spotlight through its effective advocacy and communication work. Attracting interest to less 'visible' and slower onset disasters is more difficult. However, the Federation helped galvanise coverage, attention and support to vulnerable people suffering in several slow onset and forgotten disasters, such as the meningitis epidemic in Africa.

Federation advocacy concentrated on mobilising people and influencing decision-makers in areas where the Red Cross Red Crescent is most able to make a difference to marginalised people. This strategy was adopted at the United Nations in New York and Geneva as well as other international forums.

The Governing Board adopted specific advocacy positions on the humanitarian impact of sanctions, on disaster preparedness and on HIV/AIDS. A Governing Board Working Group developed guidelines for National Society advocacy work. The Federation's *2001 World Disasters Report* focused on issues

facing people recovering from disasters and how they can be best helped. Efforts to improve health of vulnerable people were supported through the production of a range of published and web-based documents health programmes.

Well functioning National Societies

Volunteers are the Federation's principal resource behind its ability to help vulnerable people: they live in their communities and know the needs of their neighbours. Providing them with effective support increases the impact the Federation can have in its work with marginalised communities. A key area is volunteer management and support was provided to National Societies in this area.

National Societies are better able to assist those most in need with better practices and processes. The Federation has coordinated a National Society self-assessment - published in hard copy and on the web - so that they can identify what improvements are needed in their support of vulnerable people.

Putting the plight of those in need within the view of governments, the media and international organisations increases the likelihood that effective outside support for development will be provided. National Societies can now do this more better thanks to the development of the National Society Communications Guide and ongoing training.

Working Together Effectively

Partnerships ensure that the most pressing needs of vulnerable people are met. They do this not by implementing support to those in need but by creating an environment of understanding and coordination that enables such vital assistance to be provided. Fundraising is only one aspect of partnerships; advocacy, communication and representation are also key components.

The added value of partnerships to vulnerable people has been consistently demonstrated. In the campaign against polio the World Health Organisation (WHO) set the standards of what needed to be done and how but it has been the Federation's unique network of volunteers that has enabled programme delivery to be dramatically expanded. In an increasingly complex world, humanitarian organisations have discovered that they need each other to best help vulnerable people: no single organisation has all the answers and means.

A weakening of partnerships will have a direct negative impact on vulnerable people in that it will undermine coordinated and effective support to their own development. The Federation focuses on several aspects of strengthening existing and new ties. Consistent and long-term engagement is crucial and this relies on trust. A key ingredient of trustworthiness is compliance; even the best partnerships in the world will founder without it. Compliance encompasses fulfilling mutual understandings as well as obligations. In both of these areas reporting is vital. The Federation has made it a priority to tell our partners (including non-donors) what it is doing, where and how - and how it is learning past lessons and addressing current challenges. The Federation's reporting process is transparent: all reports are posted on its English language web site - which has undergone significant development - as part of its commitment to knowledge sharing and trust-building.

Internally, a series of Cooperation Agreement Strategies are being built to coordinate the various collaborative relations between the different parts of the Red Cross Red Crescent. Strategies have been developed for 30 countries and more are evolving.

Overall, this global programme will develop the **communications, advocacy and partnerships** capacity of National Societies and the Federation so that they provide more effective support to direct programme assistance of vulnerable people.

[**click here to return to the top**](#)

1. Communications Development

(CHF1,241,468)

Programme introduction

The Federation's Communications activities support all National Societies and delegations in promoting the goals of Strategy 2010 and creating or sourcing the needed tools and infrastructure to increase awareness and activities done at the national and regional levels. Key to developing the Federation's communications capability are specific programmes that not only meet the identified needs of National Societies but also the overall objectives of the Federation. These programmes range from setting benchmarks for evaluating communications activities to increasing awareness and coverage of Federation activities among journalists. A general overview of the Communication Development Programme is given below. This is followed by a detailed description of the components--Strengthening Regional Networks, and Communications Monitoring and Evaluation.

Specific communications programmes aimed at core skill areas--training--and technical areas--health, including first aid and HIV/AIDS; humanitarian principles and values; and disaster management are covered separately. The *World Disaster Report* is covered in this appeal.

Background and achievements/lessons to date

One of the key success factors in National Societies is being able to respond to the humanitarian needs of its constituents. Strategy 2010 outlines the need that the Federation as a whole should be responsive to these needs in the disaster, health, and first aid areas. In 2001, the Federation's communication department was able to be more responsive in disaster situations such as El Salvador, India, Peru, the United States and Central Asia through getting news and media coverage of the Federation's activities within 24 hours of their occurrence. However, this was due to good fortune (having an information delegate in the area when a disaster occurred. In the age of "CNN time" where the news was refreshed every 20 minutes this was acceptable. Today, "Internet time" requires the immediate use and deployment of staff and equipment to disasters in much the same way that the Federation carries out relief operations. Given the need to improve communications in terms of both content and speed, the Federation's and its National Societies resources cannot, at times, cope.

In terms of long term or slow onset disasters at times, the Federation was unable to muster the strength and staff to consistently provide adequate support and coverage. In 2001, we were able to make a difference--Chernobyl (nuclear radiation); Tajikistan (drought); Africa (meningitis); Central Asia (tuberculosis); and Mongolia (drought and deprivation) with well researched and timely video news releases. The Federation put these issues back on the world's humanitarian agendas.

In terms of basic health issues (HIV/AIDS and First Aid will be covered under their appeals), the Federation has been able to rely on its delegations, international staff and National Societies to deliver most of the information required to meet the media's needs. However, the communication department was not able to fully address the needs of National Society issues surrounding infectious diseases such as measles, polio, malaria and cholera. Information was shared within the Federation, but media coverage of these activities and results were limited.

Many National Societies have limited communications staff and support. Critical to communications and media coverage of their activities, it is vital to develop a strong and well functioning regional presence to be able to assist National Societies develop the media relationships and other communications skills and activities to support their development. In the past, limited funding curbed the Federation's ability to keep the Red Cross Red Crescent agenda top of mind in the media world. And, at the local level, where there is a need for regional support, the Federation was at times unable to cope with request. For example, during the floods in the Great Lakes area of Africa, Federation staff

was unable to cope with additional media needs in other African countries resulting in lower media awareness.

With the approval and actioning of the Seville Agreement, the Federation and the International Committee of the Red Cross have worked better together. Information and resources are shared on an ongoing basis. This has resulted in more efficient use of personnel resources as well as increased the delivery of consistent messages. What has yet to be accomplished is the Federation's ability to coordinate effectively with regard to communication and advocacy with UN-related or non-governmental organisations at the regional level. This is primarily due to the lack of assets in the field as well as the professional skills required to not only cover issues but also to advocate them in support of National Societies. In addition, more work needs to be done to co-ordinate activities at the sub regional and regional levels so that our voice can be heard.

Goal(s)

In 2002, this appeal seeks to institute a better method of reaching out to the media and engaging them in a meaningful dialogue that will result in a higher awareness of National Society activities and support of humanitarian principles and values. The Federation seeks to enhance and develop additional resources at the regional level while improving the Federation's capability to meet the constantly growing needs of the world's media in the four official languages. In addition, this appeal seeks to start setting a benchmark and evaluation process where all communications activities are monitored and evaluated to provide a benchmark to measure effectiveness and awareness.

In 2002/3, we also seek support to improve the skills and strength of our regional delegations as key linchpins in the communications and advocacy process and to increase the Federation's ability to meet the needs of regional and international media which can influence others in the support of the Federation's humanitarian goals and the Strategy for the Movement. This needs to take the form of training sessions; technological equipment and support; assessment, redeployment and replacing staff in a more coordinated manner.

Objectives and activities

Objective 1

Monitor and set benchmarks to evaluate communication and advocacy activities on an ongoing basis.

Objective 2

Develop a more targeted, communication programme to increase message delivery to opinion leaders and donors following identification and evaluation of media channels.

Objective 3

Hold at least two global meetings for all regional information delegates to share information, discuss strategy, and develop objectives based on a semi-annual review of activities.

Objective 4

Increase consistency of messaging and delivery, and improve professionalism of regional information delegates through review of current activities, restructuring of delegations, and replacement/hiring of appropriate staff as a means of not only improving National Society communications capabilities but also inter-Federation and external communications with media and donors.

Objective 5

Have in place the technological support of digital cameras; computers; telecommunications; and other necessary materials, including maps, graphics, etc., to better feed information into the media channels

thereby improving awareness and perception of National Societies and media coverage of ongoing activities.

Expected results

1. To have an up-to-date and targeted media list that support Strategy 2010's directions as well as to benchmark and evaluate communications programmes against the expected results making 2003 planing more strategic.
2. More cohesive and comprehensive communications and advocacy programmes at all levels; better delivery of results and impact through coordination of activities at the programme level as well as to donors.
3. Better coordinated delivery of information and advocacy initiatives to the international and regional arenas through stronger external communications coming from National Societies.
4. Increased coverage of National Society activities on the Federation's and others' web sites thereby increasing perception and awareness of the Red Cross Red Crescent.

Indicators

Increased media coverage for all work

Higher level of awareness among opinion leaders

Increased level of communications within National Societies

Increased level of communications and news on the web from National Societies.

Increased hit rate of web site

Critical assumptions

Availability of human and financial resources

Statutory funding

The two elements of the programme are described in more detail below

[click here to return to the top](#)

(a) Strengthening Regional Networks

Programme introduction

As a “Serving Leader” the Federation plays a key role in helping those National Societies that either do not have or have limited capacity to develop and carry out communications and advocacy programmes at the local, regional or international levels. As the speed of communications has increased, the Federation’s ability to quickly and effectively respond has been severely restricted due to the lack of regional information delegates. And, National Societies need to have both a regional communications and advocacy resource and a communications professional who can help them plan and execute communications and advocacy programmes in local markets. By having these regional resources in place, National Societies and the Federation as a whole benefit by having greater and better co-ordinated communications and advocacy campaigns.

Background and achievements/lessons to date

The emphasis in Strategy 2010 on Advocacy and Communication requires new initiatives to develop the Federation and National Society Advocacy and Communication capacity. Significant progress has been made in 2001 through more focused Advocacy and Communication initiatives at the international and, to a limited extent, national level. Training materials have been produced to strengthening National Societies capacity in 2001 and more materials will be produced in 2002. However, the Federation has never been able to fully cover its communications and advocacy mandate at the regional level and coverage of National Society activities and their capacity as a result has been severely compromised. While some National Societies have donated their staff’s time and talent on an ad hoc basis, properly funded regional information resources are critical to the successful coverage of National Society Federation activities. By having longer term and more professionally staffed communications and advocacy staff in place, the development and eventual devolution of the position to locally recruited and trained staff is critical to the long term development of National Societies in each region.

Goal(s)

This programme would enable the Federation to support this drive to building National Society advocacy and communications capacity through the assignment of specialised information personnel with the dual task of building National Society capacity and at the same time seeking innovative ways of building cooperation with the ICRC field staff working in this sector. We seek to develop and institute a plan to identify the needed resources to create a more cohesive network of communicators and ultimately a more comprehensive and results-oriented communications programme for the Federation. This programme will be implemented over the next two years.

Objectives and activities

Objective 1

Establish a regional information resource in each regional delegation by June 2002.

Objective 2

By region, develop succession plan for regional information delegates with the goal of having mainly locally recruited staff in place in the region by 2004.

Objective 3

Monitor performance through evaluation and monitoring of coverage by region to determine effectiveness and success of regional implementation.

Objective 4

Meet twice yearly with regional staff to align programmes and train regional information delegates in developments at the Federation level and professional skills.

Expected results

1. More cohesive and comprehensive communications and advocacy programmes at all levels.
2. Better delivery of results and impact through co-ordination of activities at the programme level as well as to donors.
3. Career development and succession for National Society communications staff in their region and eventually at the international level.

Indicators

Better alignment of communications and advocacy activities at all levels through evaluation and monitoring of activities.

Critical assumptions

Availability of human and financial resources
Statutory funding

[click here to return to the top](#)

(b) Communications' Monitoring and Evaluation

Programme introduction

The Federation's image and message delivery is key to the overall development as an international organisation and its recognition as one of the critical actors in the humanitarian field. As an organisation who responds to disasters, health emergencies and issues surrounding humanitarian principles and values, how the organisation is viewed and used as a resource has a direct impact on fund raising, programme development, reporting and evaluation. There are a number of methods that could be used to monitor and evaluate the effectiveness of print and electronic communications activities which would enable the Federation to not only determine communications effectiveness but also allow it to revise its activities and operations to more directly serve the best interests of National Societies and their work for the most vulnerable.

Background and achievements/lessons to date

The Federation has not monitored or evaluated its external communications except through a cursory approach following quick scanning of print coverage of stories placed by news services on the web. However, there needs to be a more systematic approach taken to enable the Federation to identify the most appropriate and critical media channels; rate and evaluate coverage against other organisations and work product; create a file of information for use by all National Societies and delegations; and adjust communications activities to better inform our constituencies. In addition, monitoring and evaluation will better help the Federation plan future communications and advocacy activities by identifying trends in humanitarian work and issues affecting the most vulnerable.

Goal(s)

The media's impact on how we are viewed is critical to the successful operations and development of National Societies and the strength of the Federation as an international humanitarian organisation. The Federation seeks to establish an ongoing relationship with third party monitoring and evaluating companies for both print and electronic news. It is expected that the information would be made available to all National Societies via the Federation's web site and through hard copy formats.

Quarterly review of the data by communications and advocacy will be presented to Federation leadership as a means of alerting them to issues that need to be addressed as well as determine the responsiveness and effectiveness of communications and advocacy activities.

Objectives and activities

Objective 1

Identify at least two internationally established and professional monitoring and evaluating third party sources for both print and electronic media, selecting one by the end of January 2002.

Objective 2

Provide quarterly briefings to Federation leadership and National Societies for local use and development of communications and advocacy programmes at the local, regional and international levels.

Objective 3

Using evaluation, identify critical media channels and target activities accordingly as a means of determining success.

Expected results

1. Monthly updates on work as a means of evaluating communications and advocacy activities.

2. More issues focussed communications and advocacy activities benefiting National Societies and the Federation as a whole.
3. Quarterly reports that will be used as a basis for developing ongoing communications and advocacy work.
4. Ability for the Federation to better identify issues and trends that could affect its operations and activities as an international humanitarian organisation.

Indicators

Meeting objectives as stated

Quarterly reports that provide constant monitoring and evaluation of activities as well as adjustment including closer targeting of media and higher levels of coverage in the media.

Use by National Societies in meeting their goals and objectives as well as providing all levels of the Federation with feedback on activities.

Critical assumptions

Availability of human and financial resources

Statutory funding for other external relations activities

[click here to return to the top](#)

2. Communications Training

(CHF 1.49 million)

Programme introduction

For National Societies and delegations to effectively promote the Red Cross Red Crescent fundamental principles and humanitarian values and the goals of Strategy 2010, their communications staff needs to be trained in how best to deal with communications and advocacy issues. Currently communications and advocacy training is done on an ad hoc basis using various solutions and methods. This appeal seeks to increase the professionalism and professional capacity of our communications staff through application of a consistent and long-lasting communications training programme. This will be done through three core curricula. The first will use the Communications Guide to help train senior National Society communicators in the latest techniques and methods of communications. The second, the Distance Learning Programme, is geared to be used at the branch and office levels of National Societies. That third curricula, the Journalist Training Programme, is a method of reaching out to journalists to improve the way they present the Red Cross Red Crescent as well as build bridges between the media and senior National Society and regional staff.

A general overview of the Communications Training Programme is given below and is followed by detailed descriptions of each of the three components.

Background and achievements/lessons to date

Many National Societies have limited communications staff and support. In 2001, with the help of the Swedish Red Cross, Swedish government and DFID, the Federation was able to develop the first revision to a key communicators training tool in seven years. However, based on limited funding the Communicators Guide was only able to be developed in English and as a web-based application limiting its usefulness to those countries who use English as matter of course and have constant and cheap access to the Internet. In fact, while some 70% of National Societies have Internet access in some form or another, the use of the web and web-based communications has severely limited National Society ability to not only get the news out but also to get the news in.

With the approval and actioning of the Seville Agreement, the Federation and the International Committee for the Red Cross (ICRC) have worked better together. Information and resources are shared on an ongoing basis. This has resulted in more efficient use of personnel resources as well as increased the delivery of consistent messages. What has yet to be accomplished is the Federation's ability to effectively co-ordinate training activities with the ICRC and other organisations at the regional and national level. This is primarily due to the lack of assets in the field as well as the professional skills required.

Goal(s)

In 2002, we seek to develop the basic communications skills of National Society branch staff through the extension and updating of a low-technology Distance Learning Programme that was successfully pioneered in the Cental American region. Already previewed with African, Latin American and Asian regional delegations, the distance learning programme will increase the amount of information reported to National Society headquarters staff thus improving the impact of their communications at the national and regional levels.

We also seek to improve the overall professional skills of National Society communications staff through the extension and translation of the Communications Guide. By improving the capability at the National level, the Federation will have more information faster and more completely to disseminate to other National Societies, donors and the media.

We also seek to improve our relationship with the media through the extension of the Journalist Training Programme. Proven successful as pilot programmes in Central Europe and Central America. By sensitising the media on how to cover issues relevant to the development of our humanitarian principles and values, National Societies and the Federation as a whole stands to benefit from more balanced and more constant coverage of our activities.

In 2002/3, we seek support to not only improve the skills and strength of our National Society communicators as a means of increasing awareness of the Federation's humanitarian goals and the Strategy for the Movement. This needs to take the form of training sessions; technological equipment and support; assessment, redeployment and replacing staff in a more co-ordinated manner.

Objectives and activities

Objective 1

Develop and extend the impact and reach of the Communications Guide through translation of document in to other language; holding train the trainer sessions at the regional level; and revising the publication in light of changes and additions required by National Societies for use at the National Society level.

Objective 2

Improve the level and professionalism of communications with National Societies through the extension, translation into the four official languages and publication of the Distance Learning Programme; train the trainer sessions; and revision of the programme as needed following its roll out.

Objective 3

Improve coverage of National Society activities and support Federation wide humanitarian goals and objectives through the Journalist Training Programme including updating and revising the courses piloted in Eastern Europe and Central America; train the trainer sessions at the National Society level; and revising and translating the course into the four official languages and possibly Russian and Chinese.

Objective 4

Have in place the technological support of digital cameras; computers; telecommunications; and other necessary materials to feed information into the media channels and between National Societies as a means of improving awareness and media coverage at all levels.

Expected results

1. Deliver other language versions of the Communications Guide by June 2002 and have them uploaded onto the Federation web site for use by National Societies; hold six train the trainers courses in 2002; and create downloadable version of guide for use in markets where Internet access does not exist.
2. Identify and manage outside resources to create a Federation wide Distance Learning Communications Training Course by June 2002; hold four train the trainer programmes in 2002 and eight in 2003 to ensure uptake by National Society and regional communications staff; and deliver other language versions of the guide by June 2002 and deliver printed versions to National Societies.
3. Identify and manage outside resources to create a comprehensive Journalist Training Programme by March 2002; hold at least four seminars in each region annually in support of National Society communications staff using regional information delegates; and deliver other language versions of the programme by June 2002.
4. More cohesive and comprehensive communications and advocacy programmes at all levels; better delivery of results and impact through co-ordination of communications to the media and donors.

Indicators

Increased media coverage for all work

Higher level of awareness among opinion leaders

Increased level of communications within National Societies

Increased level of communications and news on the web from National Societies.

Critical assumptions

Availability of human and financial resources

The three elements of the Programme are described in more detail below

[click here to return to the top](#)

(a) Communications Guide for National Societies

Programme introduction

In 2000/2001, the Federation produced the first revision to its Communications Guide for National Societies in seven years. Funded by DFID and the Swedish Red Cross and Swedish government, the new guide is a web-based interactive teaching tool meant for National Society headquarters communicators. It provides a practical and useful guide to handling news, current events and issues while providing National Society communicators with a tool that they can use on an on-the-job basis. Currently residing on the www.ifrc.org web site, the recently released tool is available only to those who can read English and have regular access to the Internet.

Goal(s)

The Communications Guide is one of the tools needed by National Societies to improve their ability to reach out to key target audiences, the media and the donor community. Given its web-based format the document is easy to access and update. However, it does need to be coupled with training to increase the professionalism and quality of all communications staff in the Federation.

In 2002 and 2003, we seek funding not only to translate the guide into other needed languages, but also to update the document and holding train the trainers sessions in all regions to improve the overall coverage of events and communications flow within the Federation and between National Societies as well as improve the image, perception and understanding of the work done by National Societies by a wider audience.

Objectives and activities

Objective 1

Produce necessary language versions (French, Spanish, Arabic, Russian and Chinese) to increase usage by National Societies.

Objective 2

Create and carry out train the trainer programme in all regions/sub-regions so the Communications Guide can be properly used in National Societies as well as to take participants through the intensive communications training.

Objective 3

Write, edit and produce updated version of the guide for National Societies by October 2002.

Objective 4

Identify necessary methodology and technology needed to load the guide onto a password protected/intranet site as well as produce downloadable version for use as a hard copy reference guide.

Expected results

1. Deliver other language versions of the guide by June 2002 and have them uploaded onto the Federation web site for use by National Societies.
2. Hold six train the trainer programmes in 2002 and six in 2003 to ensure uptake by National Society communications staff and to improve quality of communications support throughout the Federation using one full time trainer and one assistant who will travel to regions to conduct courses.
3. Increased information and news from National Societies on Federation web site.
4. Using internal and external resources carry out update of Communications Guide as part of annual update to keep information fresh and to highlight new situations issues that need to be addressed by October 2002 and done annually afterward.

5. Create downloadable version of the guide for use as a hard copy as well as load new versions onto a protected web site by March 2002 for English; and July 2002 for other language versions.

Indicators

Meeting delivery dates as specified

Positive comments/surveys following train the trainer sessions

Increased use of guide and input for revisions/updates for 2002 edition

Critical assumptions

Availability of human and financial resources

[click here to return to the top](#)

(b) Distance Learning Training Course for National Society Branch Communicators

Programme introduction

In 2000/2001, the Central American Delegation of the Federation produced a Distance Learning Communications Training Course for National Society branch managers and communications staff. Piloted in Central and South America as well as Spain, the programme provides the fundamentals of communications practices for branches and consists of a series of course segments that the individual reads and completes. At the end of each segment is a test that the student completes and sends in for grading and comment to the head of communications in the National Society. Available in Spanish, the programme offers an excellent base to create a distance learning package that can be used by all National Societies and has already shown positive results in increasing communications from branches and remote locations as well as sensitising others within the National Society to the needs and responsibilities of communications professionals working for the Red Cross Red Crescent.

Goal(s)

The Distance Learning Communications Training Course is an excellent complement to the Communications Guide both in terms of content and goals. Developed to provide basic communications introduction as well as practical applications, the programme's goal is to improve communications between branches and National Society headquarters. In addition, given the hard copy format, there is limited requirement for technology thus helping National Society branches who may not have easy Internet access.

The goal of the programme is to review and revise the current edition of the Distance Learning Communications Training Course, translate it into English, French, Arabic, Russian and Chinese, and launch the programme in all regions over the next two years.

Objectives and activities

Objective 1

Identify necessary methodology and content needed to revise, update and professionally develop the Distance Learning Communications Training Course so that it is relevant and appropriate for all National Societies.

Objective 2

Create and carry out train the trainer programme in all regions/sub-regions so the Distance Learning Communications Training Course can be successfully implemented and used in National Societies.

Objective 3

Write, edit and produce updated version of the package for National Societies by October 2003.

Objective 4

Produce necessary language versions (English French, Arabic, Russian and Chinese) to increase usage and relevancy within National Societies.

Expected results

1. Identify and manage outside resources to create a Federation-wide Distance Learning Communications Training Course by June 2002.

2. Hold four train the trainer programmes in 2002 and eight in 2003 to ensure uptake by National Society and regional communications staff and to improve quality of communications support within National Societies using one full time trainer and one assistant who will travel to regions to conduct courses.
3. Deliver other language versions of the guide by June 2002 and deliver printed versions to National Societies.
4. Update and revise programme in June 2003 for second publication in October 2003.

Indicators

Meeting delivery dates as specified

Positive comments/surveys following train the trainer sessions

Positive response to Distance Learning Communications Training Course by National Societies and input for revisions/updates for 2003 edition

Critical assumptions

Availability of human and financial resources

[click here to return to the top](#)

(c) Journalist Training Programme

Programme introduction

Initially developed in Eastern Europe and Central America through Federation information delegates, the journalist training programme is a multi-day, seminar-based approach aimed at informing and helping journalists to better cover humanitarian issues in their countries and regions. It also aims to improve the level of coverage of humanitarian issues while raising the professional standards of reporting. To date the success of the programme in Eastern Europe has led to increased coverage of Red Cross Red Crescent work as well as more balanced reporting of issues as they occur. In Central America, it has helped train journalists in how to cover disasters and handle the ethical issues surrounding human dignity during disasters.

Background and achievements/lessons to date

Recent multi-day seminars held by the Federation regional information delegates with National Society communicators has helped build bridges between the media and the Red Cross Red Crescent. Because of the grassroots approach of the programme, National Society communicators were able to meet reporters and interest them in what the Red Cross Red Crescent was doing and planning to do. It also gave National Society communicators the opportunity to introduce the media to larger humanitarian issues and trends that should be covered. Given the impact of the media in being able to reach out to a wider audience, this programme has been able to increase Red Cross Red Crescent profile while making us a “first choice” when the media seeks information and comment about locally relevant issues as well as comment on work in other areas of the world.

Goal(s)

The media’s impact on how we are viewed is critical to the successful operations and development of National Societies and the strength of the Federation as an international humanitarian organisation. The Federation seeks to build off of an existing programme and develop a more comprehensive training package that can be delivered and used by Regional Information Delegates who would plan, manage and conduct training sessions with National Society communications officers.

It is expected that each regional information delegate would be able to conduct at least four in-country seminars annually.

Objectives and activities

Objective 1

Identify necessary methodology and content needed to revise, update and professionally develop the Journalist Training Programme so that it is relevant and appropriate for National Societies.

Objective 2

Create and carry out the multi-day, seminar programme in at least four National Societies on an annual basis in every region.

Objective 3

Write, edit and produce updated version of the package for National Societies by October 2003.

Objective 4

Produce necessary language versions (English French, Arabic, Russian and Chinese) to increase usage and relevancy within National Societies.

Expected results

1. Identify and manage outside resources to create a comprehensive Journalist Training Programme by March 2002.
2. Hold at least four seminars in each region annually in support of National Society communications staff using regional information delegates.
3. Deliver other language versions of the programme by June 2002.
4. Update and revise programme on an annual basis.

Indicators

Meeting delivery dates as specified

Positive comments by journalists following the seminars

Positive response to Journalist Training Programme by National Societies through increased coverage of National Society and Federation activities.

Critical assumptions

Availability of human and financial resources

[click here to return to the top](#)

3. Web-based communications

(CHF 1.19 million)

Programme introduction

Since 2000, the Internet has become an essential tool in the Federation's communication strategy for sharing information with its donors, partners and target audiences. However, while significant progress has been made in developing its public web site, the Federation has been unable to maximise the potential that the Internet offers because of a lack of funding. The Federation is keen to take advantages of new technology initiatives and expand its web-based communications, internally, externally and globally to meet its own information-sharing needs and those of its target audiences.

The Federation has a public web site, some isolated regional web sites and an internal web site, accessible only in Geneva (not to the field delegations). A three-year plan, written in May 2001, lays out the way forward for a more strategic approach to web-based communications.

Background and achievements/lessons to date

The Federation launched a new web site in June 2000 and has worked since then to improve its content and functionality. The site showed a steady increase in "readership" during 2001 and had an average of 290,000 pages downloaded per month. It has become an essential tool for donors as the Federation's official channel for distributing all its appeals and reports.

Key achievements during 2001 included installing the photo database a search engine on the site; improving the database that houses all operations-related material to better display appeals and reports. While the web site has been very well received, it is important to keep it dynamic, up-to-date, and of value to our donors, partners and public audience. This requires continued investment.

The Federation also saw an increase in on-line donations providing a very practical example of how important a good web site can assist in funding programmes. In addition, linking the media to our web site has increased awareness and interest in appeals.

The web site (launched in English only) was expanded to cover French and Spanish audiences with global programme funding in 2001 (estimated launch date end-2001). Regional delegation web sites integrated under the umbrella of <www.ifrc.org> were piloted with the Middle East and North Africa delegations in May 2001. Support was given to a similar initiative in Harare (Southern Africa) and Budapest (Europe).

The main lessons learned were in the sphere of regional web sites. One site was not updated by the delegation through lack of staffing. This highlighted the need for long-term management commitment to these projects from the outset. Another delegation was keen to change the standard template to personalise its site. A balance needs to be found between consistency among all sites vs. local ownership of the product, and between support from Geneva vs. control. The communication department continues to strive to meet this balance.

The Federation does not have an internal web site that delegations and National Societies can access and this has led to demands for material to be posted on the public web site that should really be on an internal one. This has highlighted the strong need for an improved Intranet.

Goals

Funding for the Federation web site is sought through this global programme to deliver a usable Internet capability in all four official languages on a real time basis as well as to improve the delivery of up-to-date information to the media and donors. By maximising the potential the Internet, the Federation will be able to deliver the communications capability national Societies need; improve information sharing that will increase efficiency at all levels; and provide a transparent view of operations carried out by the Federation in all areas. The Federation also needs to keep abreast of opportunities through the use of technology and ensure its web sites are modern, informative, easy to use, well-targetted and embrace new media.

Objectives and activities

Objective 1

To edit and maintain the News section of the web site; crisper editing of copy, more links within the site, addition of audio/video streaming, better service for the media.

Objective 2

To develop and maintain the web site in French, Spanish and Arabic to meet the information needs of non-English target audiences. To promote this site among these audiences.

Objective 3

To support regional delegations to develop and maintain their web sites/Internet capacities. It is planned to support three regional web initiatives (Europe, Caribbean, Asia/Pacific), depending on funding.

Objective 4

To develop and maintain an effective internal web site capacity (Intranet). This involves making the current Intranet accessible to field delegations and National Societies by password, adding additional content, databases and online communities, thus enhancing knowledge sharing and improving internal communications among all components of the Federation.

Expected results

1. Increase the hit rate on the News section of the web site by 25% thereby increasing availability of news to media and donors.
2. Increase coverage of Federation activities by reaching new French, Spanish and Arabic constituencies by end of 2002 and shows a targeted hit rate of 5-10% of the English hit rate.
3. Develop deeper relationships with media and donors interested in region specific information through the relaunch of the Budapest (Central Europe) and Harare (Southern Africa) web sites while increasing the effectiveness and use of the Middle East and North Africa web site.
4. Launch and maintain Caribbean and Asia Pacific web sites in an effort to improve relations with donor community and within the regions.
5. Delivery of an effective and useful internal information sharing system through a co-ordinated and technologically open intranet that is accessible to delegations and National Societies by end of 2002, being used regularly by more than 50% of staff and delegations, and by 30% of National Societies.

Indicators

Hit rate analysis (done monthly)

Feedback through webmaster email and among staff

Improved delivery and sharing of information related to human resources, disaster management, health, and organisation development objectives and needs.

Critical assumptions

Statutory funding for essential maintenance and development of key Internet services.

Adequate staffing of information personnel in delegations to maintain regional web sites.

[click here to return to the top](#)

4. Humanitarian Advocacy Development

(CHF 389,000)

Programme introduction

The Federation's emphasis on Advocacy as a component of all programmes has been greeted positively by National Societies and donors alike (from within and without the Movement). It is now clear that a more strategic advocacy skills and techniques development programme is needed. It should provide the necessary familiarisation and training to National Societies, but should also cover the Federation's own officers in Geneva and the field. This will help gain for the programmes the attention they merit, but it is also an important asset in terms of capacity building and respect for the Fundamental Principles and humanitarian values of the Movement.

The outcome should be a more effective contribution by the Federation and National Societies to policy developments in different sectors by governments and much stronger relationships between donors and recipients, based on a clear understanding of the programmes involved and their sustainability. It is designed to assist the beneficiaries to develop and manage their own advocacy initiatives in support of their programs.

Emblem - on 12 October 2000 the International Federation, working with the ICRC in a joint team, produced a draft text for a third additional protocol to the Geneva Conventions which was circulated by the Government of Switzerland, as depositary, to States Parties to the Geneva Conventions. The diplomatic conference which Switzerland had planned to convene in October 2000 was, unfortunately, postponed because of events in the Middle East. It was, however, clear that the basic principles contained in the draft text were acceptable to States party.

Against this background, the International Federation has established that the Societies which have been unable to join the Movement because of Emblem problems are considered by other National Societies as Societies in Formation. This has made it possible for the Societies concerned to take part in a full range of programme and technical activities. The work ahead with respect to these Societies will proceed on the same basis as for other Societies in Formation, and be separated from the continuing work towards the diplomatic conference necessary for the establishment of an additional protective emblem.

The work towards an additional protective emblem has received new relevance from the situation in and around Afghanistan following the events in New York and Washington on 11 September. It is important to reinvigorate the processes for an additional emblem, as soon as circumstances allow.

Background and achievements/lessons to date

The creation of the Humanitarian Advocacy Department in October 2000 and the employment of its first staff was followed by a programme Advocacy familiarisation and training for National Societies, usually provided at the same time as regional or sub-regional meetings. Training sessions were also conducted in the Secretariat. Although this gave some training to a number of people, one of the aims of this stage of the programme was to learn lessons about what needed to be provided in structured training.

It became apparent that the concept of Advocacy seemed new and unsettling to some people, including National Society leaders in some cases. Not because it is difficult to employ, but because it seems like another programme added to an already stretched work environment. For this additional reason the Department sought to train through experience, making use of persons from National Societies and other Federation Departments at events where advocacy could make a difference to the outcome. This was a very successful component, producing both good programme results and a fuller appreciation of

the value of Advocacy as a tool. Meetings where this was particularly clear were the two 2001 Sessions of the Inter-Parliamentary Union (in Havana and Ouagadougou), a working group session of the European Parliament, and the UN General Assembly Special Session on HIV/AIDS. This programme will be developed further in 2002, and with it a new approach to the enlisting of National Societies in the formation of Advocacy positions for the Federation delegation at meetings.

Advocacy training for Federation delegations needs to include training in training, so regional delegations (in particular) can work with the National Societies with which they are in contact to build the understanding of the need for effective advocacy techniques and representations. A training package is being developed in the Secretariat which can be used by regional delegations, and indications from some testing done in Africa and Asia suggest that it will be a valuable tool once finalised. In addition, the Communicators Guide, produced as an on-line training tool for National Societies, includes a chapter on Advocacy. Advocacy training programmes take this into account, but the link will be further developed in light of the experience of National Societies with the Guide itself.

Emblem - the diplomatic conference is essential to the adoption of a protocol. This in turn is essential because there can be no effective solution to the need for an additional protective emblem without the consent of States through a legally binding instrument.

The draft text circulated on 12 October 2000 stands as a text containing principles which are not the subject of challenge from States. It is, however, important for the International Federation and the ICRC to maintain dialogue with all interested States and National Societies. This will make it possible to move quickly to a diplomatic conference as soon as circumstances allow.

Goal(s)

Recognition by all programme officers and Secretariat departments that the advocacy is an essential component in all programmes, and that no objective can be pursued unless advocacy, even if in a simple form, influences decision-makers to favour its priority.

Equally, National Societies will understand that no programme they might wish to manage will be given priority or resources unless advocacy successfully convinces others that this priority is deserved.

National Societies and Secretariat Divisions and Departments will also recognise that their programme objectives can be enhanced and met if advocacy links to them the broadest range of sympathetic interests - in funding as well as general support senses.

Emblem - the convening of the diplomatic conference and the negotiation and adoption of the proposed third additional protocol is the central goal under this programme. Following the adoption of the protocol, the Federation will devote resources to a dissemination programme (jointly with the ICRC) to familiarise States and National Societies with the additional emblem and associated usage issues. The Federation will also work actively to help States which decide to adopt the additional emblem design and adopt any necessary legislation and National Society rules.

To facilitate this, the International Federation plans to visit the concerned States, conduct seminars on the issue of the Emblem (taking account of any impact on the neutrality of the existing emblems in light of the situation evolving in and around Afghanistan) and produce information materials for distribution in relevant languages (primarily English, Arabic and Russian, but also French and Spanish), and maintain websites for the Federation and the Movement.

The International Federation will also arrange visits to other National Societies for members of the Societies in Formation as part of programming for relevant activities.

Objectives and activities

Objective 1

Increase National Society familiarity with Advocacy as an essential tool in influencing policy development by other agencies and the projection of programmes to others in the Movement and interested parties elsewhere.

Objective 2

Provide the necessary training to National Societies, Federation delegations, headquarters staff. Make use, where appropriate, of trained delegation staff and facilitators with private sector expertise familiar with the cultural values of the persons designated for training.

Objective 3

Institute a new system for the involvement of National Societies in the development of Advocacy positions for the Federation at major international conferences. Provide skills training in the handling of international and regional conferences where support can be found for programmes and advocacy positions.

Objective 4

Make use of international and regional conferences, in tandem with National Societies, to present Federation positions and demonstrate the benefits of strong and coordinated representation.

Objective 5

Produce training materials and tools for courses, as well as materials showing the benefits of successful advocacy.

Objective 6

Develop feedback mechanisms through contact with National Societies, donors, delegations and Federation staff. Report on progress to the Federation Governing Board.

Objective 7

Maintain international dialogue on all aspects of the emblem and support for a third additional protocol until the diplomatic conference has been successfully convened and the protocol adopted.

Objective 8

Write, edit and produce updated versions of explanatory materials - in all relevant languages - for distribution as hard copy and electronically, and through the Federation and Movement websites. Support the activities of the Societies in Formation which are awaiting the establishment of the additional emblem so they can join the Movement and the Federation.

Expected results

1. To reach 75% of National Societies through contact at Federation meetings and through newsheets and other training materials distributed by delegations at training opportunities.
2. In continuation of the program that started in 2001, to have provided training to personnel from 50% of National Societies, and all personnel from all regional delegations and regional departments in the Secretariat.
3. New system to be operational for the World Assembly on Ageing in April 2002. Provide training opportunities for 25 NS at international meetings in 2002.
4. Operational results from 6 international and regional meetings in 2002.
5. Publication of basic training materials in English, French, Spanish, Arabic and Russian. Placement of relevant materials in the Website.

6. Establish an e-mail address for advocacy issues. In conjunction with the Communications Department, prioritise with regional delegations to establish Internet capacity for NS not already equipped. Develop confident relationships with key personnel in 50 NS.

Emblem

1. Visits to diplomatic missions of relevant member States in Geneva and capitals as necessary, and visits to National Societies in the Middle East, North Africa, Central Asia and East Africa. Conduct workshops and seminars as necessary, including in the regions most affected by the issue. States will be encouraged to deliver their support for the emblem process as soon as circumstances allow Switzerland to convene the required diplomatic conference.
2. Using internal and external (ICRC) resources, keep information material on the emblem up to date. Provide information electronically through e-mail and websites. Design and maintain Federation and Movement websites carrying this specialised material, linking it to the ICRC website.
3. Through visits to the Societies, and through contact with Federation delegations and representatives in the countries concerned, ensure that the Societies are fully capable of discharging the responsibilities of membership as soon as circumstances allow the diplomatic conference to be convened.

Indicators

Inclusion of advocacy points in programmes and appeals. Improved response to appeals from a wider range of donors.

Support for advocacy programmes, through attendance at training, membership of delegations, sharing of knowledge gained with other National Societies and external partners.

Increased appreciation of Federation capacity and concerns from other international organisations, governments and NGOs.

Positive feedback from persons after training courses.

Diminished concern with Advocacy as a threatening term.

Emblem

Feedback from the Societies of Israel, Kazakhstan and Eritrea.

Responses from States indicating continued willingness to adopt the protocol as soon as circumstances allow.

Positive comments/surveys following workshops and seminars.

Improved understanding among the general public of Federation/ICRC objectives.

Critical assumptions

It is assumed that all programs, all budgets, all human and financial resources requests and deployments will have been backed by a form of advocacy - without advocacy they would not have been brought to the attention of decision-makers and, in short, they would not exist. It is further assumed that most of those who draft program documents and appeals are unaware of the advocacy content of their work, and that in many cases programs and appeals do not receive the support they merit because of the failure of the advocacy side of the program description. This program aims to address this problem and ensure that all appeals and programs are assessed properly and fairly on their merits.

Emblem

Until and unless the Emblem problems that beset the Movement and the Federation are properly and satisfactorily resolved, through the attainment of universality of membership, the International Red Cross as a whole will remain a less than comprehensive grouping. The problems will not be resolved without continuing high-level and intense attention, especially because of the political difficulties which have inhibited progress to date. The resolution of the problems is even more critical now because of the need to address new manifestations of discrimination and community tension since 11 September 2001. The emblem solution proposed, with its additional emblem free of any religious connotations, could be an important asset as anti-discrimination campaigns develop in the future.

[click here to return to the top](#)

5. World Disasters Report

(CHF 1.12 million)

Programme introduction

The Federation's *World Disasters Report* is considered one of the most respected annual reviews of disaster management from a humanitarian point of view. Now in its 10th year the report draws on expertise and resources of the 177 Red Cross Red Crescent societies. Today, it is considered required reading for disaster management professionals, scientists, academics, government officials, non-governmental organisations, and donors to keep abreast of the emerging trends in humanitarian disaster preparedness and response.

Goal(s)

Over the last 10 years the *World Disasters Report* has covered topics that are immediately relevant to the disaster management community. Intended to have global appeal, the English-language report has built up a large audience (5,000) but has not been able to reach a truly global market. From internal estimates less than 20% of the people who should be reading the report are doing so. Some of this is due to lack of proper distribution systems and information, distribution channels and critical language versions.

One of the critical issues that the Federation needs to address is dedicated staff to improve, develop and produce the report. In the past, staff was selected based on availability or by using outside consultants. We seek to address this through three tactics. First, the Federation needs to establish an advisory panel made up of experts who can help lead and guide the report's content on an annual basis as well as plan for the future and an editorial board with a well respected editor who understands the disaster management community. The advisory panel would be made up of world renown disaster management professionals and would meet twice yearly either via teleconference or in person to decide on the contents and direction of the upcoming report. The editorial board together with a full time editor and part time researcher would ensure the journalistic and academic rigor required of a global publication. The second tactic would be to seek to improve our marketing and distribution systems. Currently, marketing is done on a yearly basis with the publisher selected based on price. It is intended that a named publisher be selected who is capable of both marketing and distributing the report to National Society leadership and delegations as well as to the disaster management community. The third tactic would be to improve feedback channels to ensure that the report's impact is more fully felt on a global basis. This would include advocating the humanitarian aspects of disaster preparedness and response in regional and international fora, with governments, and with non-governmental organisations that have direct responsibility for these areas.

By laying a deeper foundation based on professional quality and academic rigor; marketing and distribution; and advocacy for the publication's findings, the impact the *World Disasters Report* will increase and bring to bear the full weight of the Federation's National Societies to improve the lives of the most vulnerable.

Objectives and activities

Objective 1

Increase distribution and target disaster management community leaders above 20% to improve message delivery and penetration.

Objective 2

Reach out to critical communities who speak French, Spanish, Arabic, Russian and Chinese to increase readership potential.

Objective 3

Improve professionalism and quality of content through establishment of advisory panel and editorial board together with full time editor and part time research assistant.

Objective 4

Establish a relationship with a publishing house that can address the marketing and distribution needs of both the Federation and the disaster management community to improve availability and therefore impact.

Objective 5

Develop feedback mechanism through publishing house and web-based communications to increase input and ideas from disaster management community.

Objective 6

Increase and continue message delivery through advocating positions in *World Disasters Report* in international and regional fora aimed at the disaster management community, governments, non-governmental organisations and donors.

Expected results

1. To reach at least 50% of target audience in 2002, 70% in 2003 and 90% in 2004.
2. Produce language summaries in the four official languages of the Federation as well as Russian and Chinese with survey to follow up on effectiveness and impact with those languages target audiences
3. Establish advisory board made up of three respected disaster management community opinion leaders by mid 2002; and editorial advisory board made up of leaders from at least three and no more than five key National Societies; and hire a full time editor and part time researcher.
4. Research and identify name of publishing house to market and distribute the report on an ongoing basis in an effort to increase income from sales of the report as well as its availability to key audiences.
5. Establish and maintain web-based and hard copy feedback channel for 2002 report.
6. Identify, attend, speak at, or participate in at least two international disaster management fora and five regional fora with National Societies where the report's findings and humanitarian positioning can be disseminated to a larger audience of government officials and potential donors in 2002, 2003 and 2004.

Indicators

Increased media coverage following publication of the report.

Increased reference to the report in other organisation's/government documents.

Placement of Federation positions on disaster preparedness and management in relevant documents and resolutions as practical.

Higher visibility through participation in major fora.

Critical assumptions

Availability of human and financial resources

[click here to return to the top](#)

6. Reporting & partnership management

(CHF 1.44 million)

Programme introduction

Partnerships are vital to the Red Cross Red Crescent's ability to improve the lives of vulnerable people. Strong links - within the Movement and externally with various organisations - improve the Federation's ability to deliver services to vulnerable people as well as to impact on the lives and livelihoods of those most in need. Partnerships have a demonstrated track record of making a difference to some of the world's most marginalised communities.

It is vital for National Societies and the Federation to forge strong links and build lasting partnerships, not only with other humanitarian and international organisations and governments but also with the private sector. Recognition of this came two years ago when *Strategy 2010* identified the following priorities:

National Societies should focus on better and more consistent contacts with governments while also considering alliances with universities, the media and other civil society institutions;

Opportunities at the international level, particularly closer multilateral partnerships with the UN, should be maximised;

Ethical relationships with the business community should be built and consolidated.

The Federation is improving its partnerships by strengthening trust, understanding and compliance. At the Secretariat such dynamics are the responsibility of the relationship management department. It comprises of specialists whose aim is to underpin and foster such vigorous partnerships. The department's Red Cross Red Crescent focus harmonises working relations between different components of the Movement to work together more effectively. Its reporting and contract management focus delivers transparency and programme information that builds confidence and fosters stronger future ties that will enable the Federation to provide more effective help to vulnerable people. Its external relations focus, which encompasses the Permanent Observer Delegation in New York, ensures links with other organisations, such as the UN, grow so that the Red Cross Red Crescent can act in unison to meet the growing humanitarian challenges of the 21st century. Its private sector relations focus on engaging the business world in helping marginalised communities.

The Communications, Advocacy and Partnerships Global Programme of Appeal 2002-2003 seeks to improve the Red Cross Red Crescent's management of all its relations, which bring added value to its programmes in support of vulnerable people.

Background and achievements/lessons to date

The Federation continues to build partnerships with international organisations and with the private sector that will make National Societies more effective in their support of vulnerable people. No one organisation has all the means or the answers to effectively assist those in need in what is an increasingly complex humanitarian environment. That is why the Red Cross Red Crescent's partnerships are varied, yet focused to contribute to our ability to deliver support in the four core areas where the organisation brings most added value.

Internally, these relationships are pursuing a more effective working relationship between various parts of the Movement. Cooperation Agreement Strategies (CAS) are being evolved to coordinate the various collaborative relations between different parts of the Red Cross Red Crescent. Strategies have been developed for 30 countries and more are being put together. National Society networks have also been developed, for instance the platform for the European Red Cross cooperation on refugees, asylum

seekers and migration (PERCO). Progress has also been made in harmonising relations with the ICRC with, for instance, policy and guidelines being formulated on forced displacement.

The power of partnership is becoming increasingly apparent in the Red Cross Red Crescent's major programme focus: the fight against HIV/AIDS. Fifty-two African National Societies pledged in the Ouagadougou declaration to scale up and coordinate their effort to address this "unprecedented humanitarian and development disaster" via advocacy, prevention, care and mitigation.

Externally, these partnerships include links with governments, UN agencies such as the World Health Organisation (on polio and the safe blood initiative among other issues), international NGOs such as Oxfam, various other organisations such as universities and the International Olympic Committee, and multinational corporations. At the UN and its specialised agencies, the Federation uses its status as an international organisation to urge governments to draw on dialogue with their respective National Societies in their policymaking. An example of this is in the field of disaster response law.

The Federation has also expanded its commitment to the inter-agency Sphere project to improve the quality of humanitarian assistance and accountability in disaster response. Some partnerships are concerned with programme support, some with joint advocacy and some with fundraising, but all have the goal of improving National Society support to vulnerable people.

In terms of relationships with the private sector, the role of the Secretariat as the "serving leader" in negotiating and brokering such links with multinational corporations has evolved. Such partnerships are based on the concept of fair exchange and corporate social responsibility. These alliances were principally focused on disaster response and preparedness as well as sustainable community development. One important aspect has been the involvement of National Societies in the dialogue and negotiations on a national basis with corporations to ensure that partnerships reflect their needs and possibilities.

The nature of relationships the Federation builds with global corporations and foundations is vital, particularly in terms of National Societies seeking to establish links with national or local subsidiaries of those corporations and the benefits of these links being shared. The Federation seeks to build a deeper level to these partnerships, in addition to the funding opportunities they provide. The Federation will also work with National Societies so that they do not under-value the name and image of the Red Cross Red Crescent and that guidelines and directives on relationships with corporations are applied.

In summary, the Federation has been building strategic partnerships that enable the Red Cross Red Crescent to improve the lives of vulnerable people.

Goal

Appeal 2002-2003 seeks to expand and strengthen partnerships and relations, both internal and external, so that the Red Cross Red Crescent improves the lives of vulnerable people through more effective, better coordinated and higher funded programmes.

Objectives and activities

Objective 1

To expand and strengthen partnerships within the RCRC to enable more effective and coordinated assistance to vulnerable people

Activities

- Develop the secretariat's serving leader role by assisting National Societies to establish and develop partnerships suited to their need.
- Share best practice in relationship management between National Societies.

- Increase understanding of relations between National Societies and governments and provide effective support to these links.
- Provide high quality and timely reports on National Society and Federation operations. In parallel, extend training and development support to National Society efforts to build their capacity in this area..

Expected results

- The above activities will enhance the Federation's ability to improve the lives of vulnerable people by supporting programme delivering.
- Better reporting - more timely and containing relevant and accessible information - will:
 - (i) build stronger National Society and Federation relations with donors by: fostering trust through contractual compliance;
 - (ii) share knowledge of the work and philosophy of the Red Cross Red Crescent in its support of vulnerable people: and
 - (iii) improve future programming by providing a useful information resource from which to learn lessons.
- Stronger and more sustainable National Society relations with key partners, including governments, will support longer term and more effective engagement with communities in need.
- A more established system - both formal and informal - to exchange best practices with the secretariat playing a coordinating role will spread knowledge of effective partnership building.

Indicators

- Feedback from National Societies and evidence of more and stronger partnerships in action to support vulnerable people.
- Qualitative and quantitative analysis of reporting performance via the Federation's website.
- Evidence of formal and informal knowledge sharing.

Critical assumptions

- Commitment of, and the allocation of resources from, the Red Cross Red Crescent to focus on the serving leader role of the Federation in terms of National Society needs in strategic relationships.
- Commitment of, and the allocation of resources from, the Red Cross Red Crescent to focus on better reporting.

Objective 2

To expand and strengthen partnerships with external partners to enable more effective and coordinated assistance to vulnerable people

Activities

- Continue positioning the Federation as a partner for humanitarian and development agencies within and outside the United Nations system through: active involvement in inter-agency consultation and coordination; bilateral contacts; and active use of the New York office.
- Identify, explore and develop opportunities for partnerships between the International Federation and specific humanitarian and development agencies, at national, regional and global levels.
- Make use of the Federation as an international organisation to negotiate frameworks for cooperation between national societies and other international organisations. In addition, identify intergovernmental frameworks within which national societies can develop cooperation among themselves and with their respective governments.
- Determine, in consultation with Federation governance and the secretariat, priority partnerships required to ensure the provision of adequate humanitarian and other forms of assistance to the most vulnerable. Subsequently, develop a strategy for achieving these partnerships.

- Work closely with the secretariat as well as regional and country delegations to ensure that the approaches of the International Federation to actual and potential partners are coherent, coordinated and sustained.
- Active coordination of inter-organisational relations and activities in the context of the United Nations and other inter-governmental fora with the ICRC.

Expected Results

- The International Federation, including individual or groups of national societies, is an important and reliable partner for international humanitarian and development organisations.
- The International Federation, including individual or groups of national societies, works in partnership with other organisations to ensure that the most vulnerable receive the assistance and services they require.
- Improved internal coherence and consistency of the secretariat and delegations in approaches to actual or potential partners.
- Improved coordination with the ICRC, including the implementation of the Strategy for the Movement.
- More and better developed strategic cooperation with selected international organisations.

Indicators

- Increased interest among international organisations to forge partnership with the International Federation.
- National Societies forming effective partnerships with international organisations, supported by the Federation Secretariat.
- Increased number of bilateral strategic arrangements between the International Federation and its partners.

Critical assumptions

- Active involvement in building relationships on the part of governance and senior management of the Federation secretariat
- Involvement of the secretariat's relationship management department, specifically its international organisations unit, in development of programmes and projects.
- Validation of relationship-building as a strategic tool and a commitment to a coherent approach among heads of delegation and key secretariat staff
- Adequate resourcing of the New York office and the international organisations unit.
- Close working relationship and cooperation / coordination with the humanitarian advocacy department and communications department.

Objective 3

Position the Federation as the social partner of choice for the private sector, and establish sustainable relationships with these companies to attract their resources to and investment in Red Cross Red Crescent support of vulnerable people.

Activities

- Research multinationals to identify and rate those whose missions, purposes, products, and services meet the Federation's criteria for corporate partnership. In addition, establish and develop a donor profile data base.
- Define and implement a strategy to cultivate trust and confidence between the Federation and multinationals. The secretariat will seek to expand the number of National Societies participating in multifaceted relationships that it leads and brokers with multinational corporations.
- Achieve more coherent solicitation procedures in terms of private sector relations that coordinate inter-departmental input to prepare competitive proposal documents and marketing packages.

- Consolidate actions aimed at using the Internet to increase out-reach to private donors. On line gaming initiatives will be pursued as well as the posting of Federation banners on partner organisation websites.
- Nurture current relationships into long-term strategic multifaceted alliances. The secretariat will define appropriate ways to recognise the value of each of its Global Alliance Partner relationships.

Expected Results

- More cohesive and comprehensive solicitation strategy at all levels to the private sector.
- Improved intra-organisational cooperation and coordination in the development of proposal documents and marketing packages to target private sector donors.
- Increased participation of National Societies in multifaceted relationships that are brokered with the private sector.
- Increased use of the Internet for fundraising.
- More corporations joining the ranks of the Federation's private sector partners.

Indicators

- A higher level of awareness within the private sector of the value of a partnership with the Federation.
- A 5 percent increase in resources secured by the Federation from the private sector.
- Increased number of National Societies participating in strategic partnerships brokered by the secretariat.
- Increased donations via the internet.

Critical Assumptions

- Secretary general and key volunteer leadership involvement in the cultivation of donor trust and solicitation activities.
- Ability to develop and produce appropriate and competitive donor marketing packages.
- Assignment of increased human and financial resources for private sector fundraising.
- An understanding of and patience for the time required to cultivate and establish relationships with private sector partners.

7. Cooperation Agreement Strategy promotion

(CHF 348,285)

Background and achievements/lessons to date

The third strategic direction of *Strategy 2010*, which contains the Federation's mission and major priorities, focuses on increasing the ability of the Federation to use its collective resources for greater impact in addressing the needs of vulnerable people, as well as improving the organisation's effectiveness to collaborate as part of the International Red Cross and Red Crescent Movement.

Cooperation Agreement Strategies (CAS) are a key platform for achieving the aspirations of this strategic direction. An important component of changes that the Federation has introduced over the past three years to its planning processes, CAS represent a move towards greater alignment and accountability for all Federation partners. Initiated at the end of the 1990s primarily as Secretariat strategies for supporting the capacity building of individual National Societies, the potential of CAS to harness the collective effort of Movement partners has been increasingly realised.

The first round of CAS resulted in 55 country-level CAS and 16 regional CAS being produced in 1999/2000. A reflection process during 2000 resulted in an analysis of strengths and weaknesses of this first round and led to a strategy for the development of second generation CAS. New guidelines to support the development of CAS that include all Movement partners working in a particular country or region were produced and it was agreed to focus on the development during 2001-02 of around 30 improved quality CAS. A CAS workshop of stakeholders involved in CAS processes from National Societies (including participating National Societies) and Secretariat (both from delegations and Geneva) was held in June 2001. This provided a timely opportunity to share emerging good practice and build common understanding of CAS, to define roles and responsibilities of those involved in developing CAS (and in particular to explore ways in which PNS and ICRC can most effectively be brought into the process), and to develop a clear set of next steps to strengthen CAS.

Following this workshop, an interactive CAS website (<http://quickplace.ifrc.org/cas>) was created, a common space to allow those involved in CAS development to share material and experiences. While this currently acts effectively as a CAS materials library, it is hoped that over time it will serve as a facilitator's guide to the process of developing the CAS approach.

Feedback so far on the progress of the second generation CAS approach has revealed the importance of National Societies having a relevant and up-to-date strategic plan in place. In a number of cases, the CAS process has started with the development of such a plan.

Another clear message has been the importance of the process used. Finding appropriate mechanisms for engaging all partners in the necessary CAS dialogue is critical. This process - usually facilitated by the Federation delegation in the region (or in the country where a country delegation exists) - is a time-consuming one. Moving from the theoretical agreement of partners to a coordinated (and thus more effective) approach to cooperation, to a situation in which all partners are actively coordinated and accept the consequences this entails can pose a number of inherent challenges. What is clear from the experience to date is that building a strong process of dialogue and consultation results in a much higher level of commitment to a CAS that is centrally positioned to have an impact in the coming years.

One of the key areas that now needs to be addressed, based on our emerging experience during 2001 is to determine the principles for when we require a country level CAS and what our normal modus operandi will be in terms of regional strategy.

Goal

This global programme is intended to support the process of increasing commitment to and ownership of a CAS approach among all partners of the Movement.

Objective 1

To support the facilitation of inclusive CAS processes resulting in high quality CAS documents that form the basis of cooperation between all Movement partners working in a particular environment.

Activities

- Develop with key stakeholders an approach and methodology for achieving eventual full CAS coverage for all national societies receiving assistance from external partners. This will build on the experience gained from the development of second generation CAS during 2001 together with the experience of other organisations.
- Develop tools and training materials to support the development of an inclusive CAS approach throughout the Federation.
- Deliver cross-regional training to key facilitators (in Federation delegations and amongst other stakeholders), so they in turn can provide training and support to those involved in the development of the CAS - National Society staff (including PNS staff), ICRC, and other partners.
- Develop materials to support and promote adherence of the CAS approach, and demonstrate to key stakeholders the added value of their taking an active role in the process.
- Support an editorial process that ensures that high-quality CAS documents are produced with strong institutional personality
- Develop a learning network through regional and country delegations (supported through an interactive web-based platform) to share approaches and best practice in developing inclusive CAS with all stakeholders.

Expected results

- Increased impact of National Society programmes based on improved coherence of external assistance being provided by PNS, ICRC and the Federation Secretariat.
- Secretariat demonstrating clear added value to the membership through facilitating the CAS negotiation approach.

Indicators

- Key Federation facilitators (from both NS and delegations) trained and involved in developing National Society expertise in negotiating CAS.
- Increased numbers of National Societies have high quality, fully inclusive CAS, covering all assistance received from partners. These negotiated frameworks are leading to more effective cooperation and increased impact of the programmes being implemented by National Societies.
- The process of negotiating the CAS has fully involved all interested stakeholders, who are committed to working within the agreed framework of CAS .
- Each CAS has a set of agreed impact indicators in place together with a monitoring framework.

Critical assumptions

- That National Societies, the Federation and the ICRC will be committed to looking for new ways to work together more effectively.
- The programme receives adequate funding to enable the key activities to take place as scheduled.

8. Strategy for the International Red Cross and Red Crescent Movement

(CHF 879,701)

Programme Introduction

Movement Strategy has previously been included under the Evaluation and Organisational Learning Global programme. With the adoption of the Movement Strategy Document by the Council of Delegates in November 2001, it has been resolved that efforts at implementing the agreed strategy become a programme within the Global Programme on Communications and Advocacy.

The Movement Strategy elaborated over a two year period (1999-2001) by prominent Red Cross and Red Crescent personalities appointed to this task by the Standing Commission at the request of the 1999 Council of Delegates is truly a global undertaking. The document identifies three broad strategic directions with 17 concrete action points that will need to be accomplished by all components of the Movement within a defined timeframe.

Funding is sought under this programme for implementing those actions where the Secretariat has been identified as having a lead role, as well as for continuation the on going harmonisation programmes appealed for under the 2001-2002 Federation Appeal.

Background and achievements/lessons to date

The process leading to the adoption of the strategy document has been one of the most inclusive consultative process in the Movements history. Eighteen individuals selected by the Standing Commission from all the components of the Movement met 5 times between March 2000 and August 2001, over seventy National Societies provided written comments on the submitted draft, and over 120 National Societies were given presentation on the strategy at different regional fora. Feedback indicates that there is not only a consensus that working more closely as a Movement is highly desirable, but also a will to contribute and participate in the process. Since the adoption of the Seville Agreement relations between the different components has markedly improved, with concrete achievements in a number of different areas. (Logistics, Planning, Operational Tools Synergy, Human Resources) The Programme for the Movement Strategy seeks to accelerate this process and implement concrete action points where the Federation secretariat has been designated to lead the process.

Goals

Three complimentary goals have been identified in the Strategy Document.

1.) Strengthening the Components of the Movement

Under this heading four action points will be addressed, all of them focusing on National Society development. It is expected that a Movement approach to capacity building in National Societies will be designed and adopted, Leadership training programme strengthened through revised and updated methodology, integrity of all components will be monitored and National Society Statutes brought up to date.

2.) Improving the Movement's Effectiveness and Efficiency through increased Co-operation and Coherence.

Under this goal it is envisaged to ensure better use of existing Movement fora for closer consultation and participation in preparation, adoption and implementation of Movements Policies, more focused

monitoring of external trends and feedback into the policy process, improved and expanded Movement response to emergencies on the one hand by more systematic promotion of Seville Agreement and on the other through systematic evaluations of National and International activities and “best practice” sharing on a Movement basis, with focus and promotion of Internet within the Movement.

3.) Improving the Movements image and its Relations with Governments and External Partners.

Here the focus will be on better communication and advocacy, the emblem, relations with Governments and their military, in particular the “auxiliary” role of National Societies that needs updating, relations and formal agreements between Movement Components and Intergovernmental Organisations, other humanitarian actors and the private sector.

Objectives and activities

Not all of the objectives and anticipated results outlined below will be funded under this global programme. In fact many of these are developments of issues that have been addressed under Strategy 2010 and Secretariat Priorities in 2001. The Global Programme and staff dedicated to its implementation will be tasked to ensure that the Movement component is included in operational plans, monitor the progress of implementation and report on the progress as required by the Board and the Council of Delegates.

Objective 1

The Federation will lead and monitor progress in the following areas:

- Develop a Movement approach to capacity building in National Societies.
- Systematically train Red Cross and Red Crescent leaders in Governance and Management
- Address more consistently the issue of integrity and compliance with Fundamental Principles
- Regularly review the National Society Statutes.

Objective 2

- Under this objective the Secretariat in consultation with National Societies and the ICRC will seek to address the following concerns.
- Enhance the dialogue within the Movement thorough better use of existing fora for preparation, adoption and implementation of Movement Policies
- Improve Monitoring of External trends to facilitate coherent policies and approaches to issues of common concern
- Improve the Movement’s response to emergencies and the knowledge of the Seville Agreement

Establish and promote systematic evaluations of National and International Activities and promote knowledge sharing of best practices.

Objective 3

- The Global Programme will address the following priorities under this objective
- Ensure that the Communication and Advocacy strategies developed by the Secretariat fit into a broader Movement Framework.
- Carry out a comprehensive study of the auxiliary role of National Societies
- Ensure greater coherence in relations and formal agreements with States, Intergovernmental organisations and other humanitarian actors
- Clarify and strengthen relationship with the Private Sector

Expected results

Objective 1

It is envisaged that a common Movement Approach to capacity building will be agreed and applied. A network of experts drawn from the different components will guide this work. It is also hoped that the

joint planning for National Society capacity building initiated between the ICRC and the Federation will be enhanced and incorporated into a new generation of CAS/RAS documents. With regard to leadership training, it is hoped that a systematic and coherent approach to leadership training is agreed among the components, criteria for leadership competence have been defined and assessment tools developed. The credibility of the Movement and the trust it receives from the people it serves will be enhanced through strengthened integrity monitoring process and greater transparency. It is expected that the federation and the ICRC follow common strategies for the permanent implementation of National Society recognition's conditions. "Guidance on National Societies Statutes" adopted by the Governing Board of the International Federation in may 2 000 is known and used by National Societies when reviewing their statutes. national Societies will provide the secretariat with their latest statutes.

Objective 2

Expected results in this area include improved co-ordination and inputs into the statutory meetings of the Movement, new decision format for the Council of delegates, greater participation of the National Societies but also the ICRC in regional meetings and conferences, leading ultimately into better decision making. Regarding the monitoring of external trends, it is anticipated that this will result in improved strategic planning by National Societies, and the Movement Statutory bodies, leading to enhanced decision making capacity and impact on decision in external fora relevant to the Movement. The Seville Agreement has made a significant impact on our relations and it is hoped that its relevance and application will be enhanced. It is also anticipated that through enhanced harmonisation of our systems and procedures, Movement response in emergencies is improved through better programme quality, larger number of beneficiaries and tangible results in National Society capacity building. Focus of evaluations and knowledge sharing of best practices, will improve movements performance, its transparency and its accountability.

Objective 3

In the advocacy sector it is anticipated that the Movement will have clear common positions, agreed advocacy strategies, including prioritisation of issues which will be reflected in the international humanitarian debate. As a result of this and improved communications strategies the Movement as a whole and its individual components project a coherent image and are perceived as the prime humanitarian force both in terms of action and of impact on humanitarian policies. It is also expected that this objective will lead to the Components of the Movement and the States having a clearer understanding of the National Society Auxiliary role, its advantages and restrictions in the light of changing needs. More structured agreements with third parties will ensure our integrity, adherence to fundamental principles and improvement in humanitarian assistance through co-operation and co-ordination.

Indicators

Objective 1

- Formal network of experts on capacity building and organisational development is established.
- Movement approach to capacity building and organisational development is agreed.
- Joint planning for capacity building is enhanced and monitored through field visits.
- Policy of shared office locations promoted and pilot projects explored
- Systematic and coherent approach to leadership training is designed together with criteria for leadership competence and assessment tools developed.
 - Pilot project for leadership training designed.
 - Regular analysis of integrity issues carried out and reported upon by the Federation Board.
 - Federation Secretariat collects all current National Society Statutes, invites those National Societies whose statutes are over 10 years old to revise them and reports on the progress to 2003 Council of Delegates.

Objective 2

- The Secretariat will arrange better and earlier consultations with the ICRC and the Standing Commission when preparing statutory regional meetings and subregional consultation and ensure that Movement matters such as decisions of the Council of delegates are included in the agendas.
- Regular consultations with National Societies will be organised on regional basis to analyse information on external trends and their potential impact on ongoing activities.
- The Secretariat and the ICRC, in consultation with the National Societies will continue the implementation of the recommendations of the Ad Hoc Group on the conduct of International Relief Operations and report to the Council of Delegates in 2003.
- Harmonisation of systems and procedures will continue and expand, primarily to the field.
- The Secretariat will continue to support National Societies that wish to carry out training sessions on Seville Agreement.
- By June 2003 an evaluation system applicable to National and International activities will be developed in consultation with National Societies and the ICRC and a report on this provided to the Council of Delegates.
- By 2003 a study will be carried out on the feasibility of a Movement wide Intra net and support sought for its introduction if project found feasible.
- The Secretariat in consultation with the ICRC will identify centres of competence to set up support and guidance facilities, set up common minimal standards for all web sides of the Movement and a system that ensures that the standards are applied. All this will be accomplished by 2005.

Objective 3

- Federation communications strategy is developed by 2003 and resources to its implementation committed.
- By 2005 Movement wide guidelines to enhance the image, including basic graphic standards are developed and agreed.
- A comprehensive study into the working relationship between states and National Societies, taking into account the changing needs in the humanitarian, health and social fields, the auxiliary role of National Societies and the evolving role of the State, the private sector and voluntary organisations in service provision is commissioned, carried out and presented to the 2003 International Conference.
- By 2003 guidelines for National Societies on conducting agreements with external partners are established and an inventory of existing agreements with a priority focus on those with international or intergovernmental organisations is set up and maintained.
- A common and unified approach for private sector relationships is established, safeguarding the integrity of the components of the Movement and ensuring respect for their emblems.

Critical assumptions

- The Strategy Document is adopted by the Council of Delegates in November 2001
- Resources both material and human are made available for the implementation of the Strategy
- National Societies commit to the Strategy Implementation process
- Suitable staff are identified and recruited to drive the process in consultation and co-operation with the ICRC and National Societies.

[click here to return to the top](#)

APPEAL 2002 - GLOBAL PROGRAMMES									
Communications, Advocacy, and Partnerships									
Description	Communications Development	Comm. Training	Website	Advocacy	WDR	Reporting and Partnership Management	CAS Promotion	Strategy for the Movement	TOTAL
Computers, printers, scanner		50'000	100'000			9'000			159'000
Printers	25'000	10'000	10'000						45'000
Scanner	5'000								5'000
Software		20'000							20'000
Fax Machine	10'000								10'000
Digital Camera	15'000								15'000
Subtotal Capital Expenditure	55'000	80'000	110'000			9'000			254'000
Programme Management Support	83'649	100'681	80'242	26'230	75'700	97'502	23'467	59'273	546'743
Technical Services Support	24'973	30'058	23'956	7'831	22'600	29'109	7'006	17'696	163'229
Professional Services Support	27'846	33'516	26'712	8'732	25'200	32'458	7'812	19'732	182'007
Subtotal Programme Support	136'468	164'255	130'910	42'793	123'500	159'068	38'285	96'701	891'979
Personnel (Delegates and Expatriates)				150'000		997'000	50'000	363'000	1'560'000
Subtotal Personnel Expenses				150'000		997'000	50'000	363'000	1'560'000
Travel and related				25'000		75'000	16'000	150'000	266'000
Information/Dissemination	300'000	200'000	175'000	20'000				10'000	705'000
Translations		200'000			50'000				250'000
Printing				20'000	600'000		20'000		640'000
Stationary						2'000	5'000		7'000
Postage							5'000		5'000
Telephone						25'000			25'000
Consultants	550'000	300'000	775'000	31'500	250'000	150'000	62'000	230'000	2'348'500
Training, conferences	200'000	550'000		100'000	100'000	30'000	152'000	30'000	1'162'000
Subtotal Travel and General Expenses	1'050'000	1'250'000	950'000	196'500	1'000'000	282'000	260'000	420'000	5'408'500
Total Budget	1'241'468	1'494'255	1'190'910	389'293	1'123'500	1'447'068	348'285	879'701	8'114'479