



# OPERATIONAL GUIDELINES

## Membership Coordination in Emergencies

Pilot version 1 – May 2025

## Acronyms



CCT	Country Coordination Team
EA	Emergency Appeal
ERF	Emergency Response Framework
FW	Federation-wide
HCT	Humanitarian Country Team
HEOps	Head of Emergency Operations
HNS	Host National Society
HOD	Head of Delegation
IFRC	International Federation of Red Cross Red Crescent Societies
MCIE	Membership Coordination in Emergencies
MCA	Movement Cooperation Agreement
MeOC	Membership Operational Coordination Team
OS	Operational Strategy
PNS	Participating National Society
SMCC	Strengthening Movement Coordination and Cooperation
TWG	Technical Working Group
UPR	Unified Planning and Reporting
WoW	Way of Working

<b>Introduction.....</b>	<b>4</b>
When does the MCIÉ methodology apply ? .....	4
The IFRC Way of Working (WoW).....	5
Federation-wide approach in emergencies .....	7
Foundational frameworks and coordination mechanisms in emergencies .....	8
<b>Chapter 1: Coordination modalities in emergencies.....</b>	<b>9</b>
1.1 Principles.....	9
1.2 Core Elements: Membership Coordination in Emergencies (MCIÉ).....	10
• A common country context, needs and situational analysis .....	11
• A common set of operational objectives, set out in one emergency response plan ....	11
• A common Planning, Monitoring, Evaluation and Reporting (PMER) framework, with one data collection mechanism .....	11
• A common accountability framework and approach to risk management .....	11
• A harmonized resource mobilization plan and joint fundraising efforts .....	11
• A common implementation model based on shared leadership .....	11
Learning and performance monitoring.....	12
1.3 Operational Coordination in Emergencies .....	13
1.4 Coordination versus implementation .....	14
<b>Chapter 2: Coordination architecture.....</b>	<b>16</b>
2.1 Coordination levels: strategic; operational; technical.....	16
2.2 Coordination forums .....	16
2.3 Interaction with existing in-country coordination structures .....	17
2.3.1 Country Coordination Teams (CCTs): Membership coordination as a constant .....	17
2.3.2 Interaction with Movement Coordination structures .....	17
2.3.3 Coordination in multi-country operations.....	18
<b>Chapter 3: Membership Coordination Services .....</b>	<b>19</b>
3.1 Membership Coordination Services .....	19
3.1.1 Categories of coordination services and the minimum service package .....	19
<b>Chapter 4: A shared leadership approach in emergencies .....</b>	<b>22</b>
<b>Annexes.....</b>	<b>26</b>
Annex 1: List of tools.....	26
Annex 2: Foundational frameworks and coordination mechanisms in emergencies: .....	27
Annex 3: Roles and responsibilities within the IFRC Network.....	29

## Introduction

This document provides guidance to Country Coordination Teams (CCTs) to implement **Membership Coordination in Emergencies (MCiE)**, both at the onset of an emergency and for the duration of a Federation-wide Emergency Appeal (EA), as applicable, in supporting the Host National Society (HNS) during emergency response. It focuses on establishing a coordinated approach to international cooperation at country level in emergencies, based on the priorities identified by the National Society and in line with the IFRC network [Way of Working](#) approach.

These guidelines articulate a methodology for membership coordination that reinforces the National Society's leadership role in emergency response, equipping the IFRC network with the tools, knowledge and guidance to ensure well-coordinated, effective international support to the affected National Society. **Coordination in emergencies is rooted in, complements and builds on existing capacities and structures as part of preparedness efforts and long-term programming. It offers an adaptable, scalable and flexible approach to augment existing membership coordination mechanisms to meet crisis-specific demands.** By incorporating these guidelines into contingency planning, the National Society can further enhance its capacity to anticipate and address challenges, streamline decision-making processes and foster a collaborative approach to achieve collective impact.

Ultimately this approach allows the National Society to centre itself around setting their direction around their own strategic and operational priorities, to enable **coordinated, timely and impactful action in emergencies** while building on local capacities and regular coordination approaches. By ensuring clear roles, shared objectives, joint accountability and harmonized resources, it assures a predictable way of working, it promotes 'collective quality', it supports collaborative delivery and it maximizes the reach and effectiveness of the IFRC network.

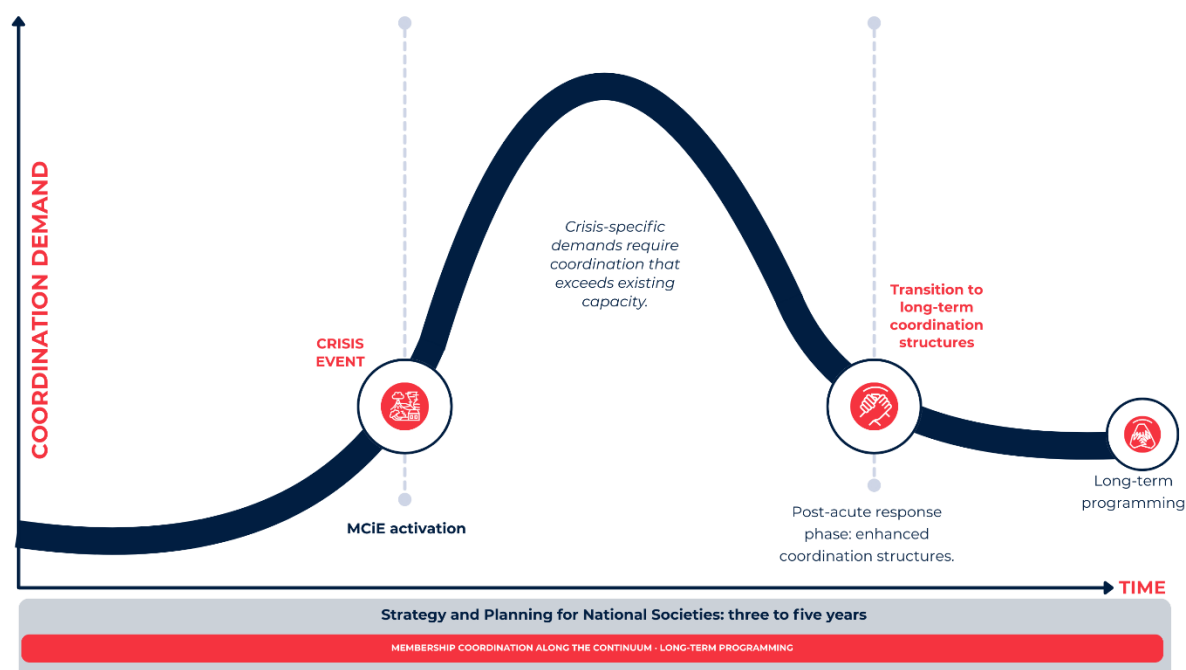
***Membership coordination is a permanent IFRC function that applies in peacetime, in disasters, in crises and in long-term programming. Designed for emergencies, it is paramount for these guidelines to be implemented adequately, to ensure that membership coordination will continue after the emergency phase and will apply also in recovery phase and long-term programming.***

### When does the MCiE methodology apply ?

Implementation of the MCiE approach and tools is triggered when the scale or complexity of an emergency substantially increases the coordination workload beyond long-term programming capacities. This can occur in large-scale sudden-onset crises, smaller or medium-sized operations, or peaks within protracted crises, depending on the in-country capacity of the Host National Society (HNS), IFRC Secretariat and Participating National Societies (PNSs).

As needs grow, the demand for structured membership and operational coordination rises, as does risk to reputation if membership coordination services are not delivered (see [Chapter 3](#)). This increased demand is the trigger that activates the structures, functions and responsibilities outlined in MCiE methodology. This will strengthen existing coordination structures, at delegation and/or regional levels, without replacing them, providing an adaptable and scalable approach in proportion to the emergency context. This also typically involves additional personnel, either re-tasked from in-country resources or deployed via surge mechanisms, to reinforce coordination and ensure that the objectives are achieved.

**FIGURE 1: Activation of Membership Coordination in Emergencies (MCiE)**

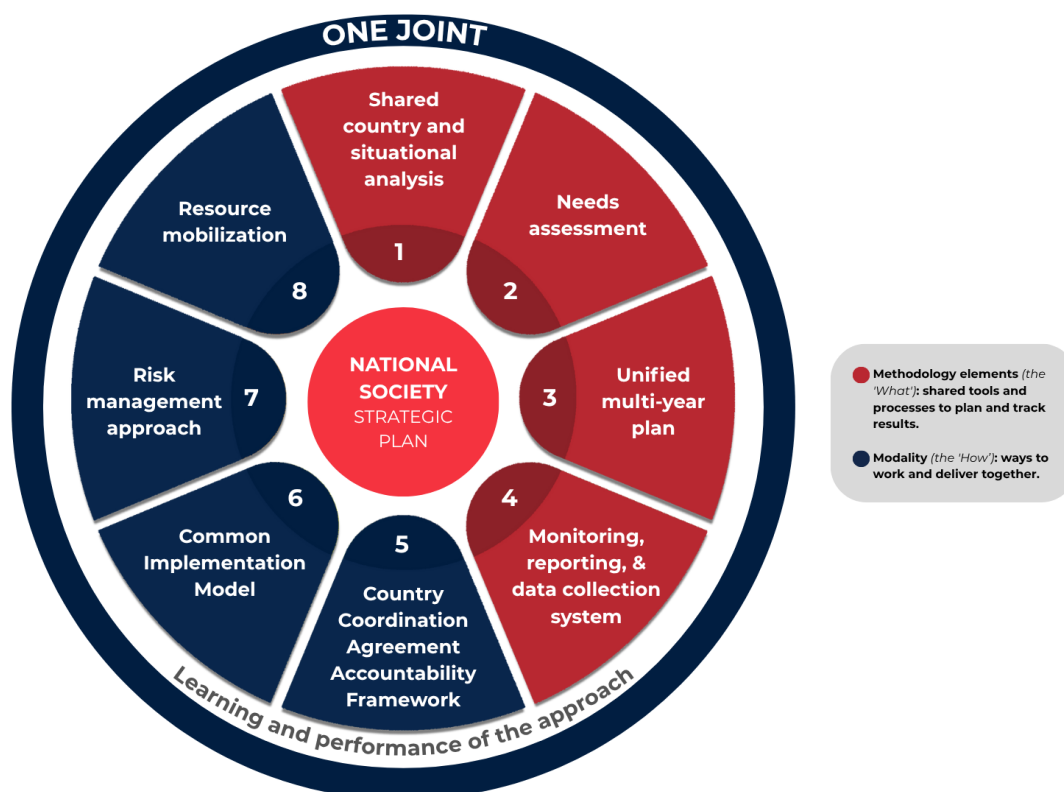


### The IFRC Way of Working (WoW)

The IFRC network’s Way of Working (WoW) is the common approach (the “how”) for coordinating IFRC Network support at country level. It is about a mindset shift in the way the IFRC Secretariat works, the way PNSs cooperate and the way that HNSs set the direction in their own countries on their strategic and operational priorities. It also involves deeper change across processes, systems and accountability approaches to enable more coordinated action and strategic alignment across the IFRC network. At the country level, operationalizing WoW means aligning strategic approaches for the long-term, and covers the entire country with intensified efforts before, during and after a disaster or crisis, ensuring a continuum of leadership by the National Society. While grounded in the broader principles of coordination, this guidance specifically pertains to **Membership Coordination in emergency operations, offering a focused, time-bound layer that complements long-term coordination efforts.**

The key elements of the WoW for long-term programming, as outlined in the [IFRC Revised Guidance](#) (May 2024), are structured around change in methodology, modality and mindset. Here are the eight key elements, grouped accordingly.

FIGURE 2: Key elements of the “WoW”



**Elements of the methodology** (as part of the Federation-wide Emergency Appeal process)

1. **Shared context analysis and regular situational analysis** – a jointly developed and regularly updated understanding of the national context.
2. **Joint needs assessment** – a unified approach to identifying humanitarian and development needs.
3. **One joint set of common, multi-year, high-level objectives** based on the HNS’s strategic plan.
4. **One joint monitoring and reporting framework**, including a shared data collection mechanism to track progress and outcomes.

**Elements of modality:**

5. **One joint Country Coordination Agreement/accountability framework** – a shared system for accountability to affected populations, donors and stakeholders.
6. **One common implementation model** based on shared leadership and support mechanisms, respecting the HNS’s leadership.
7. **One joint, Federation-wide risk management approach** aligning risk identification, mitigation, and escalation processes.
8. **One joint, harmonized resource mobilization plan and fundraising effort** coordinated donor engagement and financial strategies.

Learning and performance monitoring are embedded in the Way of Working to continuously assess impact, adapt approaches, and drive network-wide improvement.

The WoW aims to foster a **mindset shift** that drives a culture of collaboration across the distributed IFRC network. This shift is enabled by

- leadership by example;
- collaborative behaviours from all partners;
- a continuous learning environment;
- shared accountability; and
- an appropriate power balance among partners.

**Co-creation is central** to the WoW, involving:

- active engagement of all relevant partners in the design, development and implementation of solutions;
- the National Society in a leading role;
- the IFRC Secretariat in a coordinating role;
- PNSs playing a supportive role; and
- ensuring that diverse insights and needs are reflected in decision-making.

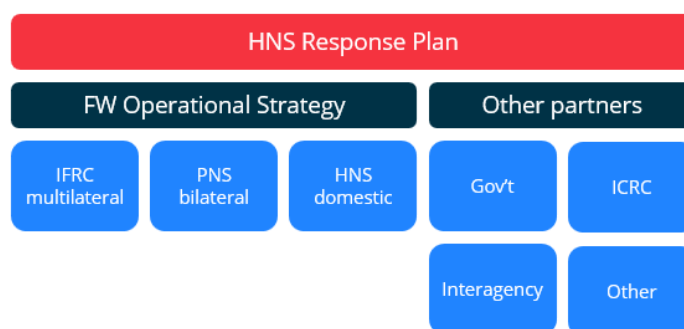
Ultimately the WoW is an adaptable, country-led approach that evolves with changing conditions and feedback. It emphasizes continuous improvement over a fixed sequence of steps, recognizing that contexts differ and that parallel steps and activities may be needed.

### Federation-wide approach in emergencies

The Federation-wide approach is based on the centrality given to each National Society's domestic response plan while articulating the role played by the IFRC in coordinating the network in international response. It also follows the direction on Federation-wide planning and reporting set by the Governing Board in its October 2019 decision. Through this approach, PNSs and the IFRC secretariat agree to work under one common framework to support the National Society.

This is articulated in the Federation-wide Emergency Appeal (EA) and Operational Strategy. In practice, the Federation-wide approach is a country response framework allowing collation of information from various sources and partners, considering:

**FIGURE 3: Federation-wide approach in emergencies**



- National Societies' domestic response plans have the flexibility to provide needs-based planning and action, while ensuring the leadership of the National Society as part of their auxiliary role.
- The Federation-wide Operational Strategy captures and articulates the response activities of the IFRC network integrating a standard reporting mechanism to convey the total resource mobilization and impact of the collective. It is developed with the National Society, based on their emergency response plan and in consultation with all contributing IFRC members.
  - a National Society activity tracking form and updates that HNS or IFRC office can directly update in the GO platform, and
  - a country mapping 3W form which provides the What, Where and Who, and which was harmonized across the different regions, aiming to obtain relevant information for coordination and facilitate decision-making.

In some cases, the Federation-wide Operational Strategy does not encompass all activities undertaken by the HNS within their overarching emergency response plan, due to the HNS's auxiliary status with Government and to existing and emerging bilateral and unilateral partnerships. This emphasizes the importance of membership coordination to ensure a coherent IFRC network contribution to the HNS plan, which aligns with and builds upon other partnerships of the National Society.

## Foundational frameworks and coordination mechanisms in emergencies

This chapter outlines the legal, strategic and operational foundations guiding the IFRC network's collective response in emergencies. (See [Annex 2](#) for more details.)

- **IFRC Constitution and Movement Statutes** provide the legal and institutional backbone for IFRC operations, defining mandates, governance and coordination roles within the Movement.
- **Principles and Rules<sup>1</sup> for RCRC Humanitarian Assistance** (see document [here](#)) set the standards for quality, accountability and cooperation in disaster preparedness, disaster response and early recovery.
- **Emergency Response Framework (ERF)** (see document [here](#)) outlines the IFRC Secretariat's internal roles, systems and tools to deliver timely, effective and accountable emergency support to National Societies.
- **Rapid Response Personnel (Surge)** enable the deployment of specialized surge teams and assets to reinforce local response capacity during acute crises.
- **Integration agreement services** facilitate operational integration of PNSs within IFRC's legal and policy framework in-country, ensuring coherence and compliance.
- **Movement Cooperation** defines roles and shared responsibilities among Movement components under the Seville Agreement 2.0, the Strengthening Movement Coordination and Cooperation ([SMCC](#)) toolkit and the IFRC-ICRC co-convenor table ([here](#)), to enhance coordinated impact in emergencies. The practical application and implementation are further explained in [Section 2.3.2](#).

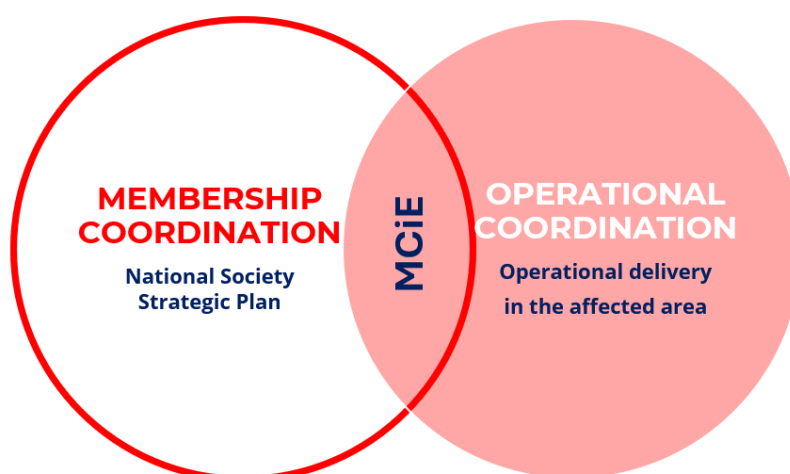
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<sup>1</sup> International Conference of the Red Cross, "Principles and Rules for Red Cross Red Crescent Humanitarian Assistance".

# Chapter 1: Coordination modalities in emergencies

The operational coordination function focuses on the implementation and delivery of the operation in the affected areas. **Operational coordination encompasses Movement coordination, Membership coordination and Interagency coordination.** Membership coordination is a key function that facilitates operational delivery with IFRC Network members. When a disaster or crisis occurs, the WoW shifts into emergency mode, reinforcing the principles being applied nationally as part of long-term programming and advising on the use and adaptation of the tools used nationally in peacetime. This guidance focuses on its application/adaptation specifically in emergencies.

**FIGURE 4: Interlinkages among coordination functions**



## 1.1 Principles

The membership coordination principles remain relevant along the continuum, from long-term programming to emergency response, and into recovery and resilience-building. However, in times of emergencies, the MCiE methodology is built on the following principles:

- **Centrality of the National Society:** The methodology maintains the National Society at the centre of the response operation, respecting their authority, priorities, mandates, capacities and capabilities.
- **Time-bound:** The methodology addresses increased demand for membership coordination during a crisis. As such, it is time-bound, temporary, focused on the affected geographical area and supplemental to existing membership coordination structures that apply to the entire territory of a country. It provides flexible, tailored and specific support to address gaps in the in-country coordination architecture and seeks to augment national capacities to transition out sustainably.
- **Timely:** For the methodology to be effective, it must be activated in the most relevant form at the very outset of an emergency or in anticipation of a crisis. The timely commitment by HNSs,

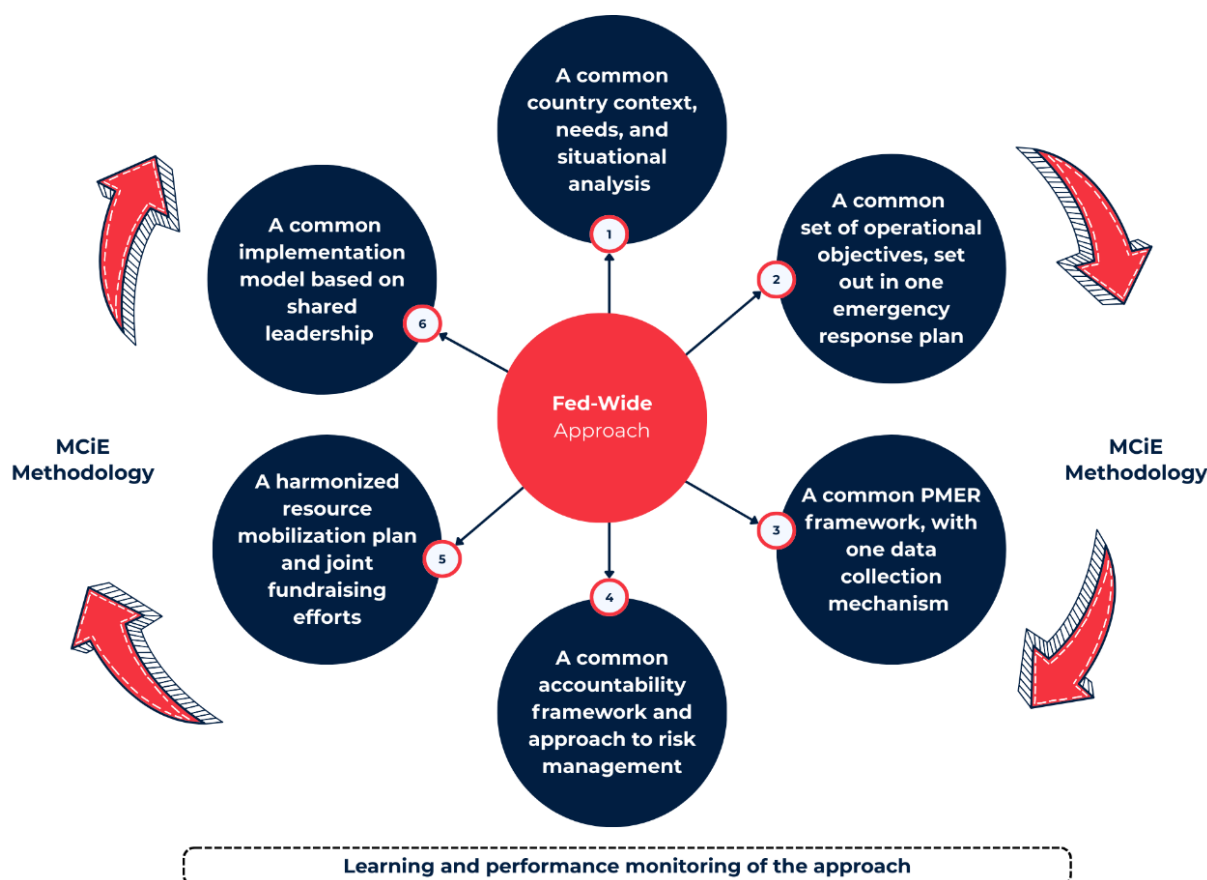
the IFRC secretariat and PNS leadership to coordination will have a direct impact on the speed and scale of our collective impact.

- **Goals-based management:** This principle maintains the focus on setting clear, specific and predictable objectives based on the agreed expectations of the HNS and IFRC network to ensure an effective, efficient and agile humanitarian response. Ensuring the achievement of the six core elements is the definition of success.
- **Modular, flexible and scalable:** As no two contexts are the same, the methodology is flexible and modular, leaving room to expand or contract each function based on the evolving operational environment.
- **Alignment:** The MCiE methodology is adapted to the country's needs and context and is aligned with the IFRC's Emergency Response Framework (ERF).

## 1.2 Core Elements: Membership Coordination in Emergencies (MCiE)

Grounded in the Way of Working (WoW), a successful MCiE is achieved when the following key elements are met throughout the duration of the Federation-wide emergency response and are effectively transitioned into the country's long-term structures and plans, such as the Unified Planning and Reporting framework. Regardless of the context, whether long-term programming or response, these six core elements are essential to deliver impactful, timely and effective collective action.

**FIGURE 5: Core elements of MCiE**



- **A common country context, needs and situational analysis**

A shared emergency context, needs and capacity gaps analysis, building upon the overall annual analysis carried out as part of the UPR process, serves to facilitate a common understanding of the situation and, as such, a common base for emergency response planning and partnership between the HNS, PNSs and the IFRC Secretariat. Information management plays a key role in achieving this.

- **A common set of operational objectives, set out in one emergency response plan**

The one set of operational objectives has the HNS's emergency response plan and priorities as guiding document and informs the priorities of all the partners active in the country. These objectives aim at achieving more effective and efficient cooperation at the country level when implementing the operation.

- **A common Planning, Monitoring, Evaluation and Reporting (PMER) framework, with one data collection mechanism**

A common Planning, Monitoring, Evaluation and Reporting (PMER) framework serves to monitor and showcase the combined impact of HNS and IFRC Network action in response to an emergency. Its goal is to establish a consistent approach within the IFRC Network, including regular monitoring, periodic evaluation, learning and adherence to safe and inclusive standards.

- **A common accountability framework and approach to risk management**

A common accountability approach defines how the HNS, IFRC Secretariat and PNSs are held accountable to people in need and to donors, and what are the operating standards to which they can be held accountable. With these clearly defined, the focus can move toward risk management, including developing strategies that address identified risks in a cohesive manner, and ensuring that measures are in place to mitigate, transfer, accept or avoid risks as appropriate. Common accountability and risk management in emergencies should build upon pre-existing work done at country-level in that regard.

- **A harmonized resource mobilization plan and joint fundraising efforts**

A common resource mobilization plan is about mobilizing international resources to support the implementation of a Federation-wide operation. The objectives of resource mobilization planning at the country level are to: maximize funding potential for HNS activities; leverage IFRC network expertise, technical capacities and revenue generation capabilities; communicate clear and measurable resource mobilization targets; and help measure and improve these targets. The plan could also include non-financial contributions from partners and donors, such as technical support, HR and in-kind support. The common resource mobilization plan should also take into account, and link with, the longer-term work and objectives of the National Society with IFRC Network support, as contained in the unified plan.

- **A common implementation model based on shared leadership**

A common implementation model is the coordination architecture that leverages the capacities, expertise and resources of the IFRC network to implement a coordinated response at the country level. While the context will dictate the specific elements of the coordination structure, it aims at facilitating shared decision-making, problem-solving and strategy development and it will generally include strategic, operational and technical levels. Any adaptations to strengthen the implementation model in a crisis will first consider and build upon existing in-country coordination

mechanisms and capacities, both within the HNS and among the wider IFRC network. The concept of shared leadership is further explained at the end of the document.

### Learning and performance monitoring

Learning and performance monitoring focuses on capturing lessons in real-time to adjust coordination and support actions as the situation evolves. It emphasizes rapid feedback loops, joint reflection with the HNS and partners, and continuous adaptation to strengthen collective impact. Monitoring is used not only to measure progress but to drive improvements during the response itself.

To implement these core elements, it is essential to set up a **coordination structure** that delivers essential membership coordination services. The IFRC Secretariat ensures a **minimum coordination service package** that incentivizes partners to engage and contribute. Details on the coordination architecture and menu of services are in [chapters 2 and 3](#).

The table below outlines further the responsibilities and objectives of membership coordination, from long-term programming to emergency response, ensuring seamless coherence throughout the continuum.

Membership coordination for the <b>continuum</b>	Membership coordination during a <b>disaster or crisis</b>
Shared <b>country context, situational analysis and joint needs assessment</b>	Builds on the joint understanding of the crisis’s impact on long-term plans for the country and ensures alignment with strategic decisions and National Society leadership.
One joint set of <b>common, multi-year, high level objectives</b> based on the National Society plan.	Aligns all partner actions with the outcomes of mini-summits or agreed operations’ strategic directions agreed with HNS, while anticipating potential key risks.
One joint <b>monitoring and reporting framework</b> , with one data collection mechanism.	Ensures that the Federation-wide reporting system is put in place and promotes engagement from bilateral and multilateral PNSs.
One joint <b>accountability framework</b>	Ensures a common accountability approach that is fully implemented, and that all partners follow agreed operating standards including legal commitments and IFRC mandate commitments, including under integration agreement when relevant.
One joint <b>Federation-wide risk management approach</b>	Establishes or updates a shared risk register with jointly identified risks and mitigation plans; ensures that all partners contribute relevant information.
A <b>harmonized resource mobilization</b> plan and joint fundraising efforts	Supports a common resource mobilization approach, coordinates fundraising efforts, identifies gaps and priorities, and ensures efficient use of funds, avoiding overlaps or missed priorities.
A joint <b>implementation model</b> based on shared leadership	Promotes shared leadership opportunities and provides support to those in place to ensure that minimum standards and coordinated approaches are consistently applied.

### 1.3 Operational Coordination in Emergencies

National Societies, the IFRC Secretariat and PNSs should work together to strengthen readiness and reduce the risk of inefficiencies, duplication or delays during response operations. This ensures an effective, predictable and well prepared Federation-wide emergency response.

The IFRC network should activate operational coordination platforms **before, or at the onset of, a crisis** to ensure the right resources (people, funds, supplies and technology) are in place at the right time. This reduces duplication, speeds up response and avoids overwhelming the Host National Society (HNS). The following actions outline what should happen **before and during emergencies** to ensure a coordinated response.

#### Before a disaster or crisis

- Assessment: Potential operational needs are pre-identified, and operational capacity mapping is available.
- Scenario planning: Occurs annually, implemented according to contextual hazards.
- Coordination: Operational and technical coordination platforms are defined and modalities are based on the scenario, including virtual options.
- Information Management (IM): Systems are regularly updated and optimized.
- HR/Planning/Surge: Capacities of partners are pre-identified, including surge.
- Logistics: “Pre-agreements” are put in place with local suppliers, government authorities and the National Society.
- Logistics: Ensure that stocks are pre-positioned, operational teams are trained and operational tools are well known and ready to use.

#### During a disaster or crisis<sup>2</sup>

- Assessment: Initial **needs assessments** completed and disseminated within 72 hours.
- Coordination: **Operational and technical coordination mechanisms** are immediately set up based on pre-agreement with HNS.
- Information Management (IM): An **information management snapshot**, capturing the entire membership support, is developed and available for decision-making and information sharing.
- Logistics: A **coordinated approach for local procurement** is in place and IFRC ensures coordination with government to make IFRC network’s response more agile.
- Planning: A **disaster and crisis brief** is available within the first hours and joint emergency damage and needs assessment teams are deployed, and these are culturally appropriate.
- Planning: an **operational plan** is developed in alignment with strategic directions set at the “mini summit” or by the National Society. This co-created, with collaboration from partners.
- Surge: Identification of **Rapid Response personnel**.
- Surge/planning: Coordination with PNSs in terms of their capacities to scale up support and provide shared leadership through an agreed operational mechanism.
- Programme delivery: Delivery of humanitarian services that are complementary, that avoid duplication and that meet minimum standards for quality.

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<sup>2</sup> See the [Operational Tracking Tool](#) used by the IFRC to monitor key IFRC processes for effective operational coordination and delivery.

## 1.4 Coordination versus implementation

When applying the MCiE methodology, a clear firewall must be maintained, to the extent possible, between:

- the **coordination functions**, which are neutral and facilitative, to facilitate, support and coordinate the collective action of the IFRC network in support of the National Society; and
- **implementation functions** to support the roll-out of activities led by the National Society as part of the Federation-wide response architecture.

When an organization serves both as a coordinator and an implementer within the same sector, the potential for misunderstanding, conflict of interest significantly increases but it might also offer opportunities. The firewall is thus crucial for preserving the credibility of the coordination process, ensuring that decisions regarding priority needs, resource allocation and strategy development are made based on objective assessments of the situation on the ground.

This separation also helps to foster a more collaborative environment within the coordination structure. Other partners supporting implementation are more likely to actively participate and to agree to be coordinated, to share information and to collaborate when they are confident that the coordination is conducted in an unbiased manner. At the same time, a firewall helps to ensure dedicated capacity to perform coordination functions, as personnel are not drawn in to the details of programme management, oversight or implementation.

For example, while overall framework and direction for humanitarian action are the responsibility of the HNS, in its strategic role, the IFRC Head of Delegation will further ensure that:

- context analysis evolves with the situation;
- risk sharing ensures collective understanding of the risks from the IFRC membership in country and those supporting multilaterally;
- solutions identified contribute to the long-term sustainability of the National Society rather than hinder its development;
- country coordination platforms are established;
- a common accountability approach is implemented and relevant measures are reinforced and implemented;
- Federation-wide reporting is implemented; and
- issues of duplication are identified and steps to address those issues are implemented.

However, this can also lead to a situation where IFRC Head of Operations (HEOps), Operations Managers and technical specialists may take on dual roles, acting as both emergency operations coordinators and supporting implementation. This has become common practice, frequently resulting in implementation tasks being prioritized over coordination efforts. To address this challenge, IFRC coordination roles must actively advocate for the necessary resources and support functions that alleviate HEOps/Ops manager workload while they manage dual responsibilities. Whether by leveraging in-country PNS resources, activating remote support or hiring locally, operational leaders should push for the right support structures to ensure a more effective balance between implementation and coordination with dedicated capacity to offer.

	<b>MODERATE/LOW DEMAND FOR MCiE</b>	<b>HIGH DEMAND FOR MCiE</b>
	<b>Small/Medium-scale Crisis</b>	<b>Large-scale Crisis</b>
National Society Strategy and Plans <b>Strategic Coordination</b>	HNS SG, HoD, & PNS leadership in country	HNS SG, HoD, & PNS leadership in country
Fed-wide Appeal <b>Operational Coordination</b>	<b>IFRC Ops Lead/Programme Coordinator &amp; HNS Ops Manager</b> (double hatting)	<b>IFRC Ops Lead &amp; HNS Ops Manager</b>
Fed-wide Appeal <b>Programming</b>	<p><b>Trusted Impartiality</b></p> <hr style="border-top: 1px dashed red;"/> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">PNS Ops Manager</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">PNS Ops Manager</div> </div>	<p><b>Firewall</b></p> <hr style="border-top: 1px dashed red;"/> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">IFRC Ops Manager</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">PNS Ops Manager</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">PNS Ops Manager</div> </div>

For more information on the roles and responsibilities within the IFRC network, please see [Annex 2](#). For more information on the difference between Strategic Coordination and Operational Coordination, please see [Chapter 2](#).

## Chapter 2: Coordination architecture

These guidelines apply when membership coordination demands during emergencies exceed existing structures, while remaining linked to long-term coordination agreements like the Movement Cooperation Agreement (MCA) or other long-term agreements.

### 2.1 Coordination levels: strategic; operational; technical

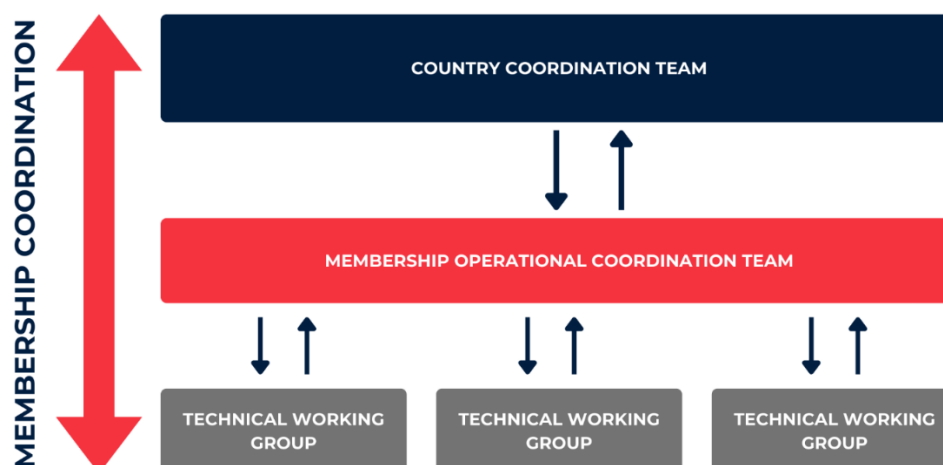
There are three key levels of coordination that exist as part of an emergency response. In **strategic coordination**, the strategic level develops and adopts **the strategic orientations and direction** of the collective and complementary response in a country for humanitarian action and development work. It provides overall leadership and endorses overall strategies for activities to reinforce a coordinated approach to support the HNS in meeting the needs of affected people, as well as to facilitate sustainable programming and development. It encompasses high-level coordination with government bodies, international partners and stakeholders to align efforts and ensure a cohesive approach to public communication and information dissemination.

**Operational coordination** is concerned with the practical aspects of **executing these strategies** in humanitarian contexts. It translates the strategic orientations into concrete operational plans and oversees their implementation through (1) routine communication and consultation at all levels including field managers, institutional headquarters and membership headquarters, (2) task allocation, (3) responsibility delineation, and (4) risk sharing with joint risk analysis and mitigation efforts. It ensures inclusive and problem-solving coordination, which focuses on the needs of affected people, the quality of actions, the efficiency of operations and accountability of behaviours. It also regularly reviews the contributions of the IFRC network as may be required to adapt the response to the evolving situation and needs of affected people. Simply put, strategic coordination is about deciding what the goals are, and operational coordination is about making those goals happen.

**Technical coordination** supports and coordinates the implementation of operational plans in a specific field of activity and in support of HNS by combining relevant expertise of different IFRC network components, executing them in a coordinated manner to avoid overlap and ensure coverage.

### 2.2 Coordination forums

The following coordination forums should be set up to facilitate membership coordination activities at the country level:



In large-scale emergencies, with multiple field locations, an inter-sectoral coordination team equivalent to a “sub-membership & operational coordination team” can also be set up to facilitate coordination between the different technical sectors.

### **2.3 Interaction with existing in-country coordination structures**

Part of the roles and responsibilities under strategic, operational and technical coordination functions is to engage with the existing Inter-Agency Standing Committee (IASC), Cluster system at the appropriate level or any national coordination system activated in the country. For example, the IFRC Head of Delegation either attends or delegates to the most senior strategic and as contextually relevant operational leadership in the operation to attend, meetings of the Humanitarian Country Team (HCT). At the technical level, the coordinator of the WASH or Health TWG attends inter-agency technical meetings, including cluster level if activated. The TWG coordinators will share information and coordinate with the IASC Cluster or national coordination system, ensuring that the work of the HNS and the IFRC network is acknowledged and recorded within the IASC Cluster system. They will also ensure that information from the IASC clusters is communicated back to TWGs.

#### **2.3.1 Country Coordination Teams (CCTs): Membership coordination as a constant**

As part of the IFRC Secretariat’s mandate, membership coordination should happen continuously in any context, and certain membership coordination structures are normally already in place before a crisis hits. This is an example of the application of WoW, under which CCTs are formed to coordinate and support the longer-term programming in that specific country, as reflected in the Unified Plan. The CCT is led by the HNS with support from the IFRC Head of Delegation and brings together all representatives from PNSs that are present in-country and, if relevant, also those supporting remotely. The role of the CCT is to coordinate the programmatic implementation at country level following strategic and operation principles, with a focus on the six WoW elements:

- one joint, shared country context, needs, and National Society situational analysis, embedded in annual unified planning;
- one joint set of common, multi-year, high level objectives, also embedded in annual unified planning);
- one joint monitoring and reporting framework, with one data collection mechanism, embedded in annual unified planning;
- one joint, network-wide risk management approach;
- one joint, harmonized resource mobilization plan and joint fundraising efforts, including inputs from the HNS as to their domestic Resource Mobilization plan; and
- one joint implementation model based on shared leadership and country support mechanisms.

#### **2.3.2 Interaction with Movement Coordination structures**

The Seville Agreement 2.0 and the IFRC/ICRC co-convenor role<sup>3</sup> table affirm that in situations of collective response, Movement Coordination comes first. Within this framework, Membership Coordination, mandated to the IFRC, must ensure that IFRC membership aligns with the collective

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<sup>3</sup> In addition to the IFRC–ICRC co-convenor table and its Annex I (available [here](#)) in concurrent situations, further guidance is under development at the time of this publication. This additional annex will provide delegations with practical parameters on the roles, responsibilities and modalities of membership coordination in situations of armed conflict or internal strife.

directions and objectives agreed at the mini-summit and subsequently reviewed through the Strategic Coordination Platform.

In a collective Movement response, Seville 2.0 must be applied using the existing tools, such as the Movement Coordination Agreement (MCA), mini-summit and others (see SMCC toolkit [here](#)). Membership coordination is done in support of that. Should there be any existing Movement Coordination mechanisms in place, the membership coordination design will use and build on those existing structures.

- At the strategy level, the **Movement Strategic Tripartite Coordination Platform** applies to any context where an MCA is in place. PNS country representatives are not part of this forum and are represented through the IFRC. On strategic Membership coordination level, the CCT is always in place since membership coordination is a **permanent function**. As such, the CCT meetings allow the IFRC to engage the PNS on a strategic level and represent them accordingly in the tripartite meetings.
- On operational and technical levels, the existing Movement coordination platforms will be used. For the operational level, this is the Movement Operational Coordination Platform. On the technical level, the **Movement's Technical Coordination Platforms** will be used to address technical level coordination. In other words, on these levels there are no additional membership coordination platforms convened, and the existing platforms are used to address the operational and technical coordination needs.

### 2.3.3 Coordination in multi-country operations

In case of a response that involves multiple countries, it is recommended to also set up a regional coordination mechanism to enable cross-country collaboration, address any common challenges, identify gaps and to support country-level coordination. This would take the form of a regional coordination call, and as such is a virtual coordination forum. The regional operational coordination call does not aim to replace or duplicate country-level efforts and the depth of coordination is not the same. Defined in more detail in the TORs, the aim of this regional coordination is to build trust, which enables an open exchange of information and to ultimately support the more tangible coordination efforts at country level. To ensure effective coordination on the regional level, it is important to share the objectives and TORs of this forum early on. It is also important to consider the participants, and it is recommended to limit participation to those partners already engaged in the response.

#### *The difference between “partners calls” and a regional coordination call*

The partners calls serve mainly as an information-sharing forum with the aim of securing funding or other support for the operation. They have a large audience, ranging from partners already engaged to those seeking further information before deciding whether to engage. Once partners have decided to support the operation, they will be invited to the regional coordination forum, which is more operational in nature, and where the focus is on information-sharing by all participants, to ensure a coordinated response, avoiding any duplication and addressing any gaps. It is also likely that the participants from the partners are not the same in the calls, with the Partnerships team usually attending the partner calls and the Operations team attending the regional coordination forum.

## Chapter 3: Membership Coordination Services

### 3.1 Membership Coordination Services

In membership coordination, the assurance of coordination services is essential. For the IFRC and membership, a **minimum coordination service package** guaranteed by the IFRC offers tangible incentives that encourage partners to fit within and contribute to the coordination structure.

This menu of coordination services supports members, the HNSs and PNSs involved, whether they are already present in-country or yet to arrive. The ability to provide services depends on (1) the existing in-country capacity, (2) the availability of IFRC and membership staff and resources, (3) domestic legal frameworks such as an IFRC status agreement, and (4) the specific country context. In some cases, services might be linked to existing integration agreements between the IFRC and a PNS, necessitating careful management of expectations.

In agreement with the HNS, the IFRC network should make all effort to accommodate new members quickly and efficiently within the operating context who do not have pre-disaster agreements in place to facilitate the response.

Overall, it is recommended that:

- The coordination services described are provided to support the lead and coordinator role of the HNS in operations with international support.
- In countries where the IFRC holds a legal status agreement, coordination and services must be done in compliance with the legal status agreement and cannot be delegated or transferred.
- Some of the services can be provided by the HNS and the Secretariat, and depending on the context a PNS or the IFRC Secretariat might be able to provide a service, with the IFRC Secretariat. This means that the IFRC Secretariat has the responsibility to ensure that a mission-critical service is offered and provides the service if no other PNS is taking the role. Strategic and Operational Coordination remain under the IFRC Secretariat role.
- A PNS could be WASH coordinator and provide the necessary services to the sector members as per below or another PNS could have a logistics capacity in the country and offer that service Federation-wide for the operation.

#### 3.1.1 Categories of coordination services and the minimum service package

The MCiE methodology organizes membership coordination services into four categories and a related **minimum service package required in all Federation-wide emergency operations**. While setup and delivery of services may vary by context and may not all be needed in every phase, each category should be scaled appropriately to meet country-specific needs. This package establishes a baseline for coordination, contributing to the six core elements, and is designed to be deliverable **regardless of the IFRC Secretariat’s legal status or presence in-country**. Teams are encouraged to adapt and expand these services based on operational realities and needs.

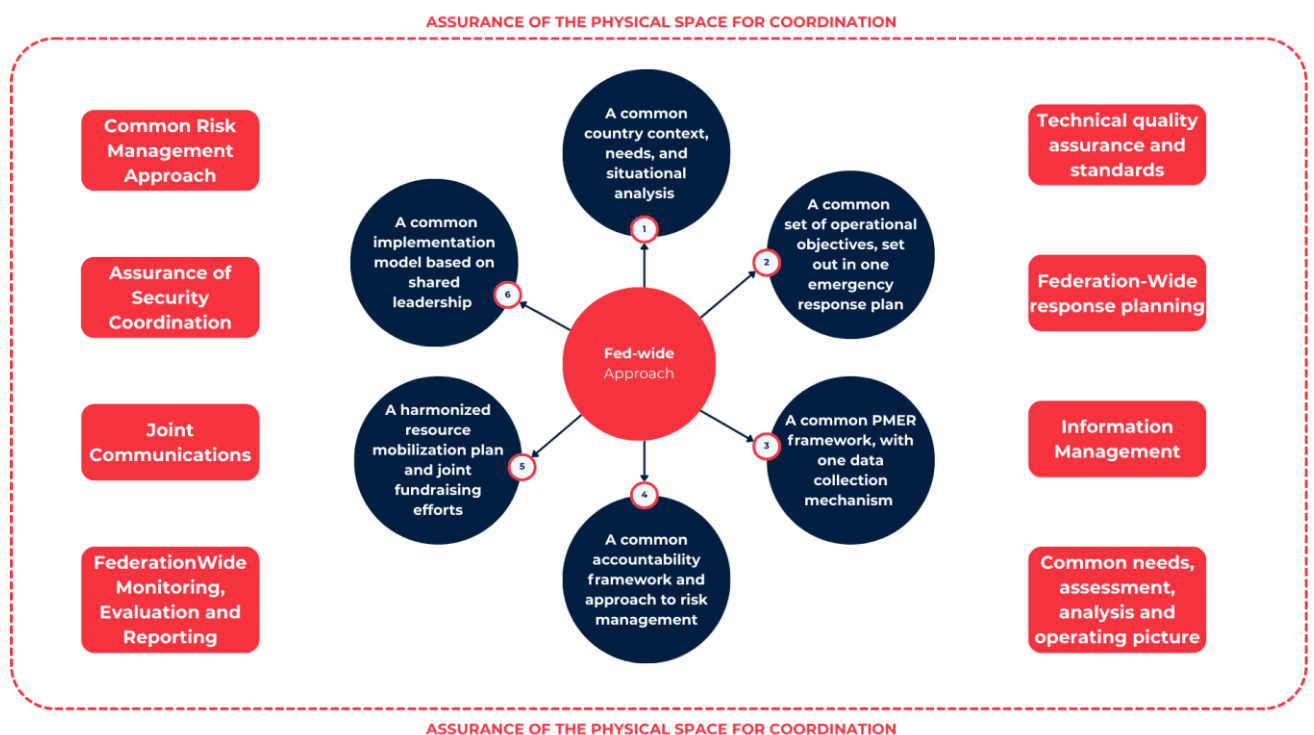
CATEGORIES	Minimum services package
<p><b>I. Operational coordination services</b> As mandated by the Movement Statutes and as per the IFRC WoW, the IFRC ensures effective membership coordination structures in support of the HNS leadership of the overall response coordination. It also represents the members in</p>	<p><b>1.</b> Common needs assessment, analysis and operating picture <b>2.</b> Federation-wide response planning</p>

<p>operational coordination with external actors. This includes (1) coordinating the activities within the other service categories, (2) establishing routines for information sharing internally and externally, (3) assuring a common risk register and security management for all partners, (4) overseeing roles and division of responsibilities, and (5) coordinating joint communications and visibility, and (6) accountability for the “quality delivery” of the Federation-wide operation.</p>	<ol style="list-style-type: none"> <li>3. Technical quality assurance and standards</li> <li>4. Joint communications</li> <li>5. Assurance of security coordination</li> <li>6. Common risk management approach</li> </ol>
<p><b>II. Technical coordination services</b></p> <p>Technical coordination services ensure alignment, quality and efficiency across sectoral responses in the IFRC network. They include (1) setting and monitoring technical standards, (2) prioritizing interventions based on the evolving situation and funding environment, and (3) managing shared logistics. In some cases, based on preparedness or scenario planning, the IFRC may agree that a specific technical area be jointly coordinated by the HNS together with a PNS, with the latter accountable for quality delivery of the Federation-wide operation for what relates to the technical area. This includes coordinating and providing related services (see Column 2 Minimum Services Package) such as information management, risk and security management, division of responsibilities, and joint communications.</p>	
<p><b>III. Information Coordination services</b></p> <p>Information coordination services entail collecting, managing and communicating operational information about the emergency. This includes developing joint needs assessment, situational analysis and forecasting to establish a common operating picture for IFRC network members, and to support informed decision-making. These services will also inform Federation-wide reporting products and strengthen the IFRC network’s ability to communicate collective impact. Information Coordination services rely on very close synergies between information management and PMER with a core goal of standardizing information and promoting the use of IFRC GO as the key information platform.</p>	<ol style="list-style-type: none"> <li>7. Information management</li> <li>8. Federation-wide monitoring, evaluation and reporting</li> </ol>
<p><b>IV. Corporate Services and welcome support</b></p> <p>The regulatory frameworks of the country, the IFRC legal status agreement in case there is one, and the legal responsibilities of the National Society, determine the extent to which corporate services can be provided and by whom. This requires strong corporate service coordination, particularly between the HNS and the IFRC. Corporate services ease the membership’s access to common admin/welcome and IT services during an emergency. They also entail financial management, including contracting with project partners, transfers to partners, and accommodation</p>	<ol style="list-style-type: none"> <li>9. Assurance of physical space for membership coordination (Coordination Hub).</li> </ol> <p>The services below depend on the situation in the country:</p> <ul style="list-style-type: none"> <li>• Admin/welcome (ex. visa) and IT services</li> <li>• Legal</li> <li>• Financial management</li> </ul>

for incoming membership teams, etc. In large-scale crises, such services are implemented through a Coordination Hub (see Tool # 10).

- Transportation and accommodation

The Coordination Hub is the space where the four service categories are offered. These services can be provided by multiple functions based on contextual realities and the needs of the emergency. Not all functions will be needed in every situation and/or phase of the response, and may be outsourced with remote support. What is most critical is that each category and service offered is scaled based on the unique country dynamics to guarantee that essential membership coordination services are offered.



## Chapter 4: A shared leadership approach in emergencies

### Objectives

The objective for the IFRC shared leadership models of cooperation is to achieve effective and efficient implementation of the HNS's domestic response to emergencies, with the support of its Secretariat and the Membership. More specifically, and with the approval of the HNS, this entails:

- enhancing implementation of the HNS's domestic response plan through a Federation-wide Operational Strategy, ensuring a high quality response in a timely manner, through expanded country-level service delivery packages;
- reducing the workload on the HNS through support and alignment of partners on planning and reporting requirements;
- increasing the humanitarian footprint and the voice of the Federation and its members through an enhanced relevance in the local context and leveraging the HNS auxiliary role;
- enhancing the technical capacities of the HNS in specific thematic areas; and
- capitalizing on the contribution of select PNSs, and within specific focus areas, to amplify and extend the reach to people in need.

### Overarching principles

- The HNS is in the lead and is supported by the Federation-wide membership to reinforce its auxiliary role.
- The duty of care is applied by all partners in country according to agreed guidelines.
- There is only one needs assessment, one plan, one coordination structure, one resource mobilization and reporting strategy, and one performance and accountability framework managed by each HNS in its respective context.
- The main spirit for action is in the quest for quality and efficiency of working together effectively.

### Country support mechanisms

Two distinct coordination mechanisms are defined, depending on whether the IFRC Secretariat is present alongside the HNS in a country or not.

	<b>Secretariat not present</b>	<b>Secretariat present</b>
<i>Where</i>	IFRC Secretariat representation and support managed by the CCST (Secretariat <b>not physically present</b> in country) with or without legal status agreement.	IFRC Secretariat representation and support managed by a country delegation (Secretariat <b>physically present</b> in country) with or without legal status agreement.

<b>Set-up</b>		
<i>Mechanisms of activation/key responsibilities</i>	The HNS/IFRC CCST office agrees to convene a meeting with PNSs present in the country and multilateral NS partners.	
	The meeting will serve to present the scope of the emergency, align on review of the context and situational analysis, agree on the joint needs assessment and identify capacity gaps, such as: support to draft and revise the EA/OS; support the preparation of specific proposals to donors; support the preparation and submission of information to the Federation-wide reporting framework; support the HNS in implementation of their plan; support operational coordination; support on monitoring and accountability; support chairing or co-chairing domestic taskforces; support risk management for the operation.	As part of the WoW, CCT will already have met and aligned on the joint context, needs assessment and Federation-wide Operational Strategy. With OS plans already in place, the meeting will be focused on identifying opportunities for shared implementation, such as: support to implementation of different sectoral activities reflected in the Operational Strategy under the Federation-wide approach; support for accountability as one team in charge of risk management support for the HNS; support for budget management and support for PMER.
<i>Agreement formalization</i>	IFRC sends an agreement to Membership on the support role that each PNS will play with the agreement of the HNS. In case of implementation with financial resources provided by the IFRC Secretariat, a <b>Project Cooperation &amp; Funding Agreement (PCFA)</b> is developed between the IFRC and the National Societies with a role to play in this support to implementation. The PCFA clarifies all modalities related to monitoring, reporting, financial requirements, etc.	IFRC sends an email to Membership specifying the arrangements, responsibilities agreed with the HNS and each PNS. In cases of implementation with financial resources provided by the IFRC Secretariat, a <b>PCFA</b> is developed between the IFRC and National Societies with a role to play in this support to implementation. The PCFA clarifies all modalities related to monitoring, reporting, financial requirements, etc.
	<b>Integration agreement:</b> In countries without IFRC presence, integration agreements cannot be granted.	<b>Integration agreement:</b> integration agreements can be granted if basic pre-conditions exist.
	<b>Administrative services agreement:</b> In countries without IFRC presence, service	<b>Administrative services agreement:</b> Provided if capacity, administrative agreements can be agreed.

	agreements are not provided but might be considered.	
<b>Main functions &amp; deliverables</b>		
<i>Planning</i>	Ensures that the National Society has a relevant, quality and up-to-date National Society led Federation-wide planning.	A core group will be in place to regularly support the HNS's led planning and ensure the membership is engaged.
<i>Reporting &amp; Monitoring</i>	<b>High-level monitoring:</b> The Secretary General of the HNS, IFRC Head of Delegation, PNS rep. and the IFRC Regional Office will meet every two months to monitor progress and identify solutions.	
<i>Reporting &amp; Monitoring</i>	<p><b>Quarterly narrative reports</b> based on the OS template: if a National Society receives funds from donors with specific requirements, monthly reports may be needed. This will be assessed on a case-by-case basis with the support of IFRC focal points at country, Country Cluster Delegation (CCD) or Regional Office.</p> <p><b>Regular Federation-wide activity tracking</b> (GO Report) which presents the total reach of the Network and provides the high-level Federation-wide picture.</p> <p><b>Country mapping (3W)</b> template for all partners.</p>	The IFRC will make substantial effort to ensure that Federation-wide reporting: is occurring; serves as an information tool to guide operations; and serves an accountability tool "IFRC-wide". There will be regular monitoring calls or monitoring missions per shared leadership arrangements, in line with EA guidelines.
	In cases of implementation with <b>financial resources provided by the IFRC Secretariat</b> , all financial resources obtained from the Emergency Appeal (domestic and international) should serve to support implementation of the OS and will be reported under Federation-wide Planning & Reporting. As detailed in the PCFA, the PNS team will need to fulfil internal IFRC PMER as well as financial requirements including: Revision of EA/OS, Operations update, situation reports, etc.	
<i>Operational coordination for the emergency</i>	Participate and engage proactively in HNS & IFRC led coordination fora and mechanisms remotely or physically. <b>Strategic and Operational Coordination:</b> remains under the IFRC Secretariat role.	
<i>Resource mobilization</i>	Possible support to the National Society in raising resources through specific proposals to donors. If additional funding is necessary to cover the OS, members of the Country Support Team (CST) may either support IFRC and HNS resource mobilization efforts, or secure additional funding through their	If additional funding is necessary to cover the OS response plan, members of the collective impact team may either support IFRC and HNS resource mobilization efforts, or secure additional funding through their own channels. Optimization of resources would be a component to ensure that existing funds are used effectively and efficiently.

	own channels. Optimization of resources would be a component to ensure that existing funds are used effectively and efficiently.	
<i>Communication and visibility</i>	Support the gathering and development of relevant, compelling and timely communications content and message, that can be packaged and distributed by IFRC communications teams in the region. In situations of risk to reputation, lead the coordination process with the membership, through established lines of communication.	Contribute to 'aligned communication' and make use of material developed and distributed by IFRC communications teams in the region. In situations of risk to reputational, lead the coordination process with the membership, through established lines of communication.
<i>National Society Strengthening</i>	Coordination of additional support from partners for institutional strengthening during emergency remains the responsibility of the HNS with the support of IFRC.	
<i>Procurement</i>	In line with the localization approach, domestic procurement is encouraged, following IFRC minimum standards for local procurement.	

## Annexes

### Annex 1: List of tools

Overview/Timeline: Membership coordination in emergencies toolkit timeline

**Tool 1:** Readiness Mapping for Fed-Wide Response

**Tool 2:** Guidance Note on Membership Coordination for IFRC HoDs

**Tool 3:** Value Statement

**Tool 4:** Membership Coordination Indicators

**Tool 5:** ToRs Coordination Forums

**Tool 6:** Annexes to Coordination Forums s- Contact List/MoM/Decision Log

**Tool 7:** Meeting Tracker

**Tool 8:** Checklist for Membership Coordination

**Tool 9:** Shared Leadership Structure

**Tool 10:** Cheat Sheet for Setting up Coordination Hub

**Tool 11:** RACI Chart

**Tool 12:** Information Sharing Guidance

Additional guidance and tools are under development (e.g., definition of the strategic elements of Membership Coordination and Movement coordination, membership coordination KPI and maturity Index, IFRC RACI etc....). During the testing phase, we will gather more feedback on tools that are needed.

## **Annex 2: Foundational frameworks and coordination mechanisms in emergencies:**

### **The IFRC Constitution and Movement Statues**

The IFRC Constitution and the Statutes of the International Red Cross and Red Crescent Movement are foundational frameworks that guide the IFRC network's operations during emergencies. The Constitution establishes the mandate, governance and operational principles of the IFRC, ensuring effective coordination and support for National Societies in humanitarian crises. The Movement Statutes, shared by all components of the Red Cross and Red Crescent Movement, define roles, responsibilities, and relationships among different components. Together, these documents promote unity, uphold fundamental principles and ensure the IFRC network's response is coherent, neutral and aligned with the needs of affected communities during emergencies.

### **Principles & Rules for RCRC humanitarian assistance<sup>4</sup>**

Originally adopted by the International Conference in 1969, with significant revisions in 1995, 2013 and 2022 to adapt to evolving humanitarian challenges, the Principles & Rules guide the IFRC network in the disaster continuum, on preparedness for response, disaster relief and early recovery activities. They emphasize the role of the Secretariat to monitor hazard information and disseminate relevant warnings to National Societies. They recognize the importance of strengthening the organizational, coordination and delivery capacities of National Societies to respond to the increasing number and complexity of disasters and the growing number of vulnerable people. They call for greater collective learning, adaptation, innovation and leadership to ensure greater humanitarian impact. They also establish a coordinated and agreed approach to quality and accountability, and recognize partnerships with public authorities, humanitarian actors and other organizations external to the International Red Cross and Red Crescent Movement.

### **Emergency Response Framework (ERF)**

The ERF provides an overarching framework to align the IFRC Secretariat's systems and tools for emergency response. It outlines the overall processes, mechanisms, roles and responsibilities across the Secretariat's disaster and crisis response functions. It aims to increase the efficiency, effectiveness and accountability of the Secretariat's support and coordination for National Societies, to enable them to deliver high quality operations with greater impact for people and communities in situations of crisis and vulnerability. As such, the focus of the ERF is internal Secretariat coordination, in support of its overall mandate to coordinate the IFRC membership.

### **Rapid Response personnel**

Human resources are one of the most crucial components of disaster preparedness and emergency response. Through the IFRC network, the IFRC can deploy specialized Rapid Response personnel on a short-term basis (up to three months) to support emergency operations. This includes Emergency Response Units (ERUs), which are teams of specialized personnel with equipment, which can deploy at short notice to both sudden and slow onset disasters. They can provide specific preventive as well as life-saving services when local facilities are destroyed, overwhelmed or non-existent. As such, the Rapid Response mechanism supports the Federation-

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<sup>4</sup> International Conference of the Red Cross, "Principles and Rules for Red Cross Red Crescent Humanitarian Assistance."

wide approach as an integral part of membership coordination and a practical implementation of shared leadership.

### **Integration agreement services**

Integration agreement is a service that IFRC provides to National Societies operating internationally, by including them in the IFRC legal framework in country, and if applicable, with privileges and immunities. The provision of services is regulated through signed legal agreements and annexes. Once integrated, all PNS staff are bound by the IFRC Code of Conduct, and all other applicable policies. All PNS-funded national staff are IFRC-contracted employees.

### **Movement Cooperation**

With the adoption of the Movement Coordination for Collective Impact Agreement (Seville Agreement 2.0) in June 2022, the Movement reaffirmed its commitment to enhance its collective impact while ensuring that international efforts acknowledge and strengthen the central role of National Societies in their own countries. Specific tools and processes of Movement Coordination are addressed through the Seville Agreement 2.0, through the Strengthening Movement Coordination & Cooperation toolkit and through the IFRC-ICRC co-convenor table. The National Society convenor role may vary from one National Society to another. However, the minimum criteria reflected in the Seville agreement 2.0 will need to be fulfilled by all National Societies as convenor.

The IFRC-ICRC co-convenor table and its annex outline the responsibilities of the ICRC and the IFRC according to the roles established in Seville Agreement 2.0, both when they act as co-convenor and when they are not the co-convening institution, providing further details on how actions are organized in practice. Additionally, the annex to the table provides further details on the functions that may be attributed to the IFRC, in agreement with the convenor and in coordination with the co-convenor, when large-scale disaster or crisis hits a country affected by an armed conflict/internal strife, e.g., where the ICRC is already engaged as co-convenor. Practical application and implementation are further explained in Section 2.3.2.

## Annex 3: Roles and responsibilities within the IFRC Network<sup>5</sup>

### Host National Society (HNS)

Movement Statutes, Article 3.2

Within their own countries, National Societies are autonomous national organizations providing an indispensable framework for the activities of their voluntary members and their staff. They cooperate with the public authorities in the prevention of disease, the promotion of health and the mitigation of human suffering by their own programmes in such fields as education, health and social welfare, for the benefit of the community.

They organize, in liaison with the public authorities, emergency relief operations and other services to assist the victims of armed conflicts as provided in the Geneva Conventions, and the victims of natural disasters and other emergencies for whom help is needed.

The National Society, as part of its leadership role in emergencies, is expected to:

- lead the emergency response with the support of IFRC and PNS, according to its auxiliary role and in coordination with local authorities;
- ensure that all its activities are included in an emergency response plan, adapted to its situation, which sets out its main objectives and how they are to be achieved;
- provide mutually agreed upon opportunities for partners for their involvement in response planning and monitoring;
- proactively share data, information and analysis to inform the collective planning and response;
- proactively share the emergency response plan's evolutions, modifications, challenges and direction for the initial response as well as for recovery;
- proactively support the IFRC's mandate for membership coordination;
- chair, if possible, and take a leading role, in the appropriate coordination forums;
- allow for joint risk management through a common risk matrix, shared mitigation measures and collective solutions owned by all;
- provide timely narrative and financial reporting on all the external assistance it receives from its partners and the IFRC; and
- lead in-country humanitarian diplomacy efforts with the government.

### IFRC

Movement Statutes, Article 6.4 /IFRC Constitution, Article 5B. Humanitarian activities:

- a) bring relief by all available means to all disaster-affected persons;
- b) organize, co-ordinate and direct international relief actions in accordance with the "Principles and Rules for Red Cross and Red Crescent Disaster Relief" adopted by the International Conference; and
- c) bring relief to victims of armed conflicts and internal strife, to assist in the promotion and the development of international humanitarian law and to disseminate this law and the Fundamental Principles, in accordance with the agreements concluded with other components of the Movement.

In support of the HNS and to strengthen collective action, the IFRC is expected to:

- facilitate, support and coordinate all partners in delivering in a coherent and planned manner to meet the needs of the HNS;
- coordinate the membership, providing international assistance to the HNS ensuring that partners work collectively and coherently in alignment with the HNS's priorities;

<sup>5</sup> A RACI guidance and template on who leads, who supports, who needs to be consulted and who needs to be informed will be developed to ensure clarity on roles and responsibilities within the IFRC network.

- promote shared leadership approaches as part of coordination efforts;
- support the HNS in organizing coordination forums or to organize these forums if requested by the HNS;
- coordinate joint risk management through a common risk matrix, shared mitigation measures and collective solutions owned by all;
- support quality assurance, standard setting and bringing in global lessons learned and best practices;
- work with the HNS, if requested, to carry out an assessment of its capacities and needs;
- support the HNS in drafting its response plan;
- collect and compile data from the partners involved in the response;
- proactively share information and analysis to inform collective planning and response;
- help the HNS to prepare specific programme and project proposals as needed;
- monitor and advise on the support being provided by external partners;
- provide technical support in defined and agreed areas, including through coordinating the surge requests where needed;
- organize partnership meetings with the HNS;
- coordinate humanitarian diplomacy efforts by identifying and coordinating with the HNS and PNS in influencing the targeted decision-makers; and
- represent the IFRC network in international forums.

### **Partner National Societies: Bilateral and multilateral partners**

#### Movement Statutes, Article 3.3

Internationally, the National Societies, each within the limits of its resources, give assistance to victims of armed conflicts, as provided in the Geneva Conventions, and to victims of natural disasters and other emergencies. Such assistance, in the form of services and personnel, of material, financial and moral support, shall be given through the National Societies concerned, the International Committee or the Federation.

They contribute, as far as they are able, to the development of other National Societies that require such assistance, in order to strengthen the Movement as a whole. International assistance among the components of the Movement shall be coordinated as provided in Article 5 or Article 6. A National Society that is to receive such assistance may however undertake the coordination within its own country, subject to the concurrence of the International Committee or the Federation.

PNSs are expected to:

- align themselves to and support the HNS strategy and priorities for the response, even if they are not necessarily aligned with a member's long-term objectives in situ;
- proactively support the IFRC's mandate of membership coordination;
- respect and align with the decisions taken and directions set by the management of the HNS and IFRC to guarantee a streamlined operation;
- take a Federation-wide approach and provide support to the Federation-wide team as and when they have capacity to do so;
- actively participate in and contribute to the appropriate coordination forums;
- maximize synergies and limit overlap especially while sending personnel and in-kind contributions;
- share detailed plans and budgets of their operations including the funds received for a specific response through Federation-wide data collection tools;
- proactively share operational plans evolutions, modifications, challenges and direction for the initial response as well as for recovery;
- to contribute to joint risk management through a common risk matrix, shared mitigation measures and collective solutions owned by all;

- contribute to and feed into the agreed upon Monitoring and IM systems to track implementation of activities;
- work with the HNS's standards of reporting and align reporting requirements with other supporting partners;
- proactively share information and analysis to inform collective planning and response;
- in line with the shared leadership approach, be prepared to contribute in-country staff and assets that can contribute to the collective response thus reducing the need for international surge deployments;
- contribute to the coordination mechanism through in-kind contributions or by contributing to Federation-wide Emergency Appeals;
- ensure necessary response capacity potentially through seconding in-country staff to the response, surge or supporting National Society response capacity strengthening activities; and
- engage their governments to pass on key humanitarian diplomacy messages and solicit support.