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# The Federation of the Future

Working together for a better tomorrow

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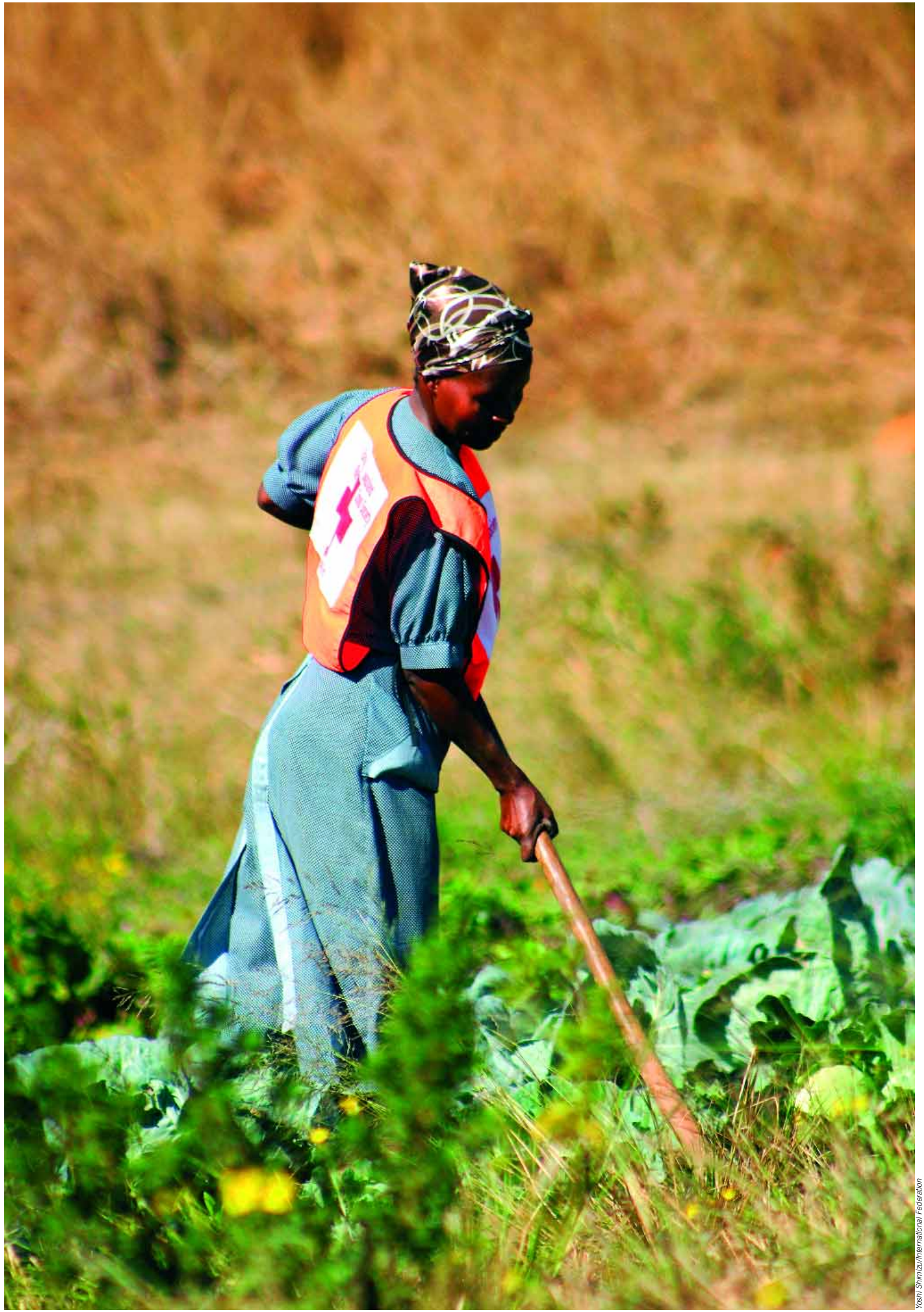
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# Contents

<b>Introduction</b>	3
Results of the process	4
Vision and organizational values	5
A Global Agenda for the International Federation	8
A New Operating Model for greater impact	10
A Framework for Action to build the capacity of our network	12
Making the process work	13
Conclusion	15
<b>Annex</b>	
The Framework for Action's ten areas for improvement: Key actions in 2006–2010	18
<b>Boxes</b>	
What will the Federation of the Future achieve by 2010?	3
Three keys for success	5
Vision and organizational values for the International Federation	7
The International Federation's Global Agenda	9
Increasing the impact of our global network	11
A Framework for Action: Ten areas for improvement	12
<b>Figures</b>	
1 Federation of the Future: What guides our actions	4
2 Making a greater impact as a Federation	16





# Introduction

The global challenges confronting the International Federation of Red Cross and Red Crescent Societies are mounting every day. HIV/AIDS is killing over 8,000 people a day. More than 1 billion people live on less than US\$ 1 a day. Every day, 30,000 children under the age of five die. Far too many of them are killed by preventable diseases. Access to basic health services and clean water is still a dream for the majority of the world's population. Moreover, each year, millions of people are affected by natural disasters. Vulnerable communities look to the International Federation and our network of Red Cross and Red Crescent National Societies to address these global challenges, increase the scale and scope of our work and show the results and impact of our actions and advocacy.

The Federation is a leading actor in humanitarian action. Our network of millions of volunteers is unique in the world. Our experience in addressing the needs of vulnerable communities is unmatched and unquestioned. Thus, the expectations of the world for the Federation are enormous. We have a fundamental obligation to meet those expectations.

The Federation of the Future process is about how we can achieve this. It is about aiming higher and delivering results. This report sets out a vision and sense of direction for the Federation, along with clear goals and objectives, and a set of actions to reform and renew the Federation to ensure that we remain relevant and effective as an organization. The Federation of the Future reaffirms our shared commitment to deliver Strategy 2010 by scaling up our work and make a greater difference in the lives of vulnerable people everywhere, today and tomorrow.



The Federation of the Future process defines how the organization works together to achieve our mission of alleviating human suffering.

Millions of people stand to benefit from a strong, focused and relevant Federation which is outward looking and engaged. Our impact in the world is increased when it functions well and works together effectively.

## What will the Federation of the Future achieve by 2010?

- A responsive and focused Federation, able to meet the challenges of today and tomorrow, and a global leader in our core areas.
- A well-functioning Federation, with a strong commitment to quality, excellence, accountability and integrity.
- A Federation that works together and with others effectively to mobilize support and have a greater impact in the world.



## Results of the process

Over the past two years, the group leading the Federation of the Future process consulted extensively with National Societies, governance and the secretariat on the challenges we face – and what to do about them. It analysed the results of many reviews and evaluations, including the Strategy 2010 mid-term review and work carried out to update the International Red Cross and Red Crescent Movement's strategy.

Based on the outcomes of these consultations, the Federation of the Future process identified three keys for success – a vision and values statement, a Global Agenda and a Framework for Action – that set a broad direction for our activities in the coming five years. Together, these three elements, along with a new operating model for the International Federation, will help us to better implement our strategies and ensure that we realize our enormous potential.

The Federation's General Assembly – held in Seoul, Republic of Korea in November 2005 – endorsed these elements and made a strong commitment to work more effectively as a Federation and as a Movement. By committing to the vision and values statement, the Global Agenda and the Framework for Action, all parts of the Federation are mutually responsible for the organization's continued success.

## Three keys for success

- A vision and organizational values statement that sets out a common direction for the Federation and reinforces our fundamental principles and mission.
- A Global Agenda that sets out clear goals for the Federation to scale up the reach, quality and impact of our work in the core areas of Strategy 2010.
- A Federation-wide Framework for Action with specific measures to reform and improve the organization's capacity and performance in "ten areas for improvement".

# Vision and organizational values

## Setting a shared vision and direction for the future

The Federation of the Future consultation process and Strategy 2010's mid-term review showed that we need to communicate more clearly to the world about what we stand for, how we work and what we want to achieve. The International Federation can only be strong and effective if all of our components share:

- a unifying vision of our role and purpose in today's world;
- a sense of shared responsibilities to work together and with others, based on equitable relations and mutual respect and understanding; and
- a determination to maximize the full potential of our global network of National Societies to achieve the greatest impact for vulnerable people and the greatest influence on other actors.

A strong vision statement is used to inspire people towards achieving a common purpose. We need an explicit declaration about our place in the world and a set of organizational values that reinforces our fundamental principles and guides our relations with vulnerable communities and with other actors. Explaining the role of the Federation and the values of the Red Cross Red Crescent network will become even more important with the adoption an additional emblem, the red crystal.





## Vision and organizational values for the International Federation

### **Our Fundamental Principles**

Our actions are guided at all times by our fundamental principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality.

### **Our vision**

We strive, through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity.

### **Our mission**

To improve the lives of vulnerable people by mobilizing the power of humanity.

### **Our values**

Our shared values underpin our Fundamental Principles:

- > **People:**  
We aim to build the capacities of vulnerable people and communities to work in solidarity to reduce threats to human lives and dignity and create a better present and future.
- > **Integrity:**  
We act in accordance with our humanitarian principles and values, and work in open, transparent and accountable ways, without compromising our emblems and the independence, impartiality and neutrality they represent.
- > **Diversity:**  
We celebrate the diversity of the communities we work with and of our volunteers and staff, our National Societies and our partners, based on non-discrimination and our principle of universality.
- > **Leadership:**  
We strive to show leadership and excellence in our core areas of work, by drawing attention to humanitarian issues and ensuring quality in the programmes that we carry out.
- > **Innovation:**  
We value our shared history and tradition, but are equally committed to finding innovative, lasting solutions to new problems that threaten human dignity in a changing society.

## Putting our principles into action

To maintain our integrity and the trust and confidence of the people with and for whom we work, we need to reaffirm our fundamental principles and ensure that our actions always reflect the spirit of these principles. We also need to comply consistently with the rules, policies and standards of behaviour we have agreed to. As an outcome of the Federation of the Future process, the Governing Board endorsed the following vision to describe our place in the world and the organizational values that inform and guide our work (see box next page).

The Federation strives, through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity.

Fundamental to this is the idea that the Federation works with and not for vulnerable communities. Our volunteers – our people – are our strength.

The Federation's values underpin the fundamental principles which guide the work of the entire International Red Cross and Red Crescent Movement. Our vision and organizational values statement captures the essence of the Red Cross Red Crescent: humanity expressed every day by people working together to protect human dignity and prepare for and cope with situations that threaten their lives and livelihoods.

The values are simple, but extremely powerful. The Federation places greatest value on our people – through them we have global reach. We value integrity and strive for transparency and accountability in all we undertake. We strive for excellence and are judged by our actions. We are open to all and welcome people without discrimination.

Realizing this vision requires strong leadership at every level, from Red Cross Red Crescent leaders in the community to the Federation's governance and secretariat. Our principles and values must be the inspiration for everything we do. We must promote them among our network and our partners in order to change mindsets and attitudes.

## A Global Agenda for the International Federation

By any measure, we live in a globalized world where humanitarian challenges require adaptability and innovation. Continued poverty, inequity, population growth and changing demographics have forged new patterns of vulnerability to disaster and epidemic. Few humanitarian organizations have the International Federation's capacity to make a significant difference.

Achieving the ambitious goals set out in the Global Agenda will constitute the Federation's major contribution to the realization of the Millennium Development Goals and the Hyogo Framework.

If the Federation is to become more responsive and focused, we must align our resources and scale up our efforts where needs are greatest and where the Red Cross Red Crescent can make a difference. To demonstrate our leadership in our fields of expertise, we need to show the benefits of working as a Federation, and how our actions and advocacy contribute to achieving the Millennium Development Goals, the Hyogo Framework for Action 2005–2015, "International Strategy for disaster reduction" and other efforts to reduce poverty and inequity and promote sustainable human development.

To accomplish this, the Federation has adopted a Global Agenda for all National Societies, with four goals (see box on next page) aligned to Strategy 2010's core areas of work: health and care in the community; disaster preparedness; disaster response; and promotion of the fundamental principles and humanitarian values. In line with our vision and mission, the Global Agenda distils all that we strive for: empowering vulnerable communities to allow them to build and sustain their own capacity to respond to situations that compromise their lives and livelihoods.

## The International Federation's Global Agenda

Over the next five years, the collective focus of the Federation will be on achieving the following goals and priorities:

### Our goals

- Goal 1:** Reduce the number of deaths, injuries and impact from disasters.
- Goal 2:** Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Goal 3:** Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Goal 4:** Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

### Our priorities

- Improving our local, regional and international capacity to respond to disasters and public health emergencies.
- Scaling up our actions with vulnerable communities in health promotion, disease prevention and disaster risk reduction.
- Increasing significantly our HIV/AIDS programming and advocacy.
- Renewing our advocacy on priority humanitarian issues, especially fighting intolerance, stigma and discrimination, and promoting disaster risk reduction.

The Global Agenda provides a framework to align our planning, prioritize our programming and mobilize additional resources to deliver Strategy 2010. It also commits the Federation to scale up and improve the reach, quality and impact of our programming at domestic and international levels, aiming for a significant increase in programming and resources over the next five years.

### Measuring and improving performance and accountability

The Federation is one of few organizations possessing the ambition and potential to one day say that the whole is truly greater than the sum of the parts. Our commitment to meeting the Global Agenda's goals and priorities is a first step towards achieving this ideal. However, good intentions are not enough. We must also improve our performance and accountability, and at the same time ensure that our actions are based on regular assessments of needs and vulnerabilities.

As part of this task, the International Federation will work to improve planning, monitoring and evaluation mechanisms, moving towards a Federation-wide approach where each National Society shows its contribution to the overall impact of the network. Making sure that the Global Agenda's goals are translated into specific plans and measurable targets, and improving the quality and effectiveness of our actions will be a major task in the coming five years. Setting stronger monitoring and evaluation mechanisms will ensure greater accountability to those the Federation serves and those who trust in us to be a leader in global humanitarian action.

The General Assembly endorsed the performance management framework proposed by the Strategy 2010 mid-term review. The framework is based on Strategy 2010's three strategic directions and gives an indication of what success would look like. It will be further developed and aligned to the Global Agenda's goals in order to demonstrate our collective impact and how we contribute to building a better world.

We will also focus on strengthening accountability to ensure we are effectively meeting the needs and priorities of vulnerable people and to show our supporters that we have used resources in a transparent and efficient manner. In addition, we will improve accountability to ourselves, based on equitable relations and integrity, shared responsibilities and mutual respect between all members.

## A new operating model for greater impact

If our ambition is to increase the scale and scope of our response to today's humanitarian challenges and prepare for the future, we need a Federation that is fit for the purpose. We need flexible working approaches that encourage innovative ways to best use our core competencies and the resources of all National Societies and the secretariat and to ensure maximum cooperation and coordination to reach the most vulnerable people.

The greatest challenge is to answer the question: "What is the most effective and efficient means to deliver the greatest impact for vulnerable people?"

The question guiding our actions should be: "What is the most effective and efficient means to deliver the greatest possible impact for vulnerable people?" In this sense, we need an operating model that is less about systems and structures, and more about uniting around a shared commitment to increase impact and operational excellence in all we do.

The answer lies in the adoption of the new operating model agreed at the Seoul General Assembly in 2005, which directs that the Federation:

- mobilize the collective resources based on the comparative advantages to contribute to global vulnerability reduction efforts; and
- ensure that the secretariat provides quality membership services.

### Working together effectively

The Federation of the Future process is not just about the secretariat, but about National Societies, governance and the secretariat working together. Success in the Federation of the Future process requires strong National Societies, strong regional networks, an effective secretariat and governance focusing on strategic issues which build cohesion and unity.

We must learn to make better use of National Societies' resources and expertise and create an environment for expanding our efforts and impact. Putting in place operational alliances with both external and internal partners will allow us to increase our impact by establishing common planning, coordination, reporting and accountability mechanisms. It will also ensure the most efficient use of resources and sustainable, long-term results for vulnerable communities and host National Societies.

The success of operational alliances depends on working through strong National Societies, as they are the key to reaching local communities. This is why operational alliances must support the priorities and capacities of National Societies and of vulnerable communities. However, National Societies also need to com-



mit, with secretariat support if necessary, to scaling up their activities, building their own capacity and expanding and managing their partnerships with other actors in order to contribute to achieving the Global Agenda's goals.

National Societies that support and participate in international programming have specific responsibilities in operational alliances. They should align their programming to the Global Agenda and commit to a coordinated approach to programme delivery.

## Increasing the impact of our global network

### 1 Global Agenda goals and priorities

- Aligning our programming around the four Global Agenda goals.
- Committing to scaling up and increasing quality and reach of programming.
- Contributing to global initiatives such as the Millennium Development Goals to reduce vulnerability.

### 2 Operational alliances new approaches to cooperation

- Mobilizing resources and capacities to target specific programming needs.
- Developing new and innovative alliances with other partners.
- Focusing on maximizing efficiency and results through effective coordination.

### 3 Performance and accountability framework

- Committing to improving performance management for increased impact.
- Promoting accountability amongst all stakeholders.
- Focusing on continuous learning and improvement in the network.

The secretariat will contribute to scaling up by supporting the development of innovative operational alliances with external partners, mobilizing resources and coordinating and brokering operational alliances. It will also take the lead in specific alliances as necessary and continue to direct and coordinate international disaster relief efforts to ensure that the Federation's network can respond quickly and effectively to major disasters.

## A secretariat providing quality membership services

The other component to the new operating model is providing services to support all National Societies in delivering Strategy 2010 and the Global Agenda. This means a greater focus on ensuring high-quality services in key areas such as strategic planning, governance support, coordination of capacity building and representing the International Federation's network internationally. The secretariat will also be responsible for building and maintaining our overall capacity for effective disaster response.

These services should be mainly funded through statutory contributions and will increasingly be provided through strengthened secretariat regional offices. However, the secretariat will maintain a solid core in Geneva to ensure cohesion and overall representation and advocacy.

For this approach to work, however, National Societies must take responsibility for their own integrity and organizational development, committing to maximizing their performance and being accountable for their actions. They have an obligation to work together and with others effectively in order to mobilize support and have a greater impact in the world.

## A Framework for Action to build the capacity of our network

Bringing to life our vision, values and Global Agenda requires action. The Federation of the Future process has developed a Framework for Action of ten interlinked areas for improvement to help the International Federation successfully implement and deliver Strategy 2010 and achieve a greater impact for vulnerable people. These areas for improvement, grouped in four categories, provide a blueprint for change for the next five years and set out in broad terms the responsibilities for National Societies, the secretariat and governance.

### A Framework for Action: Ten areas for improvement

#### Setting a shared vision and direction for the future

- Shared vision, values and organizational culture for the International Federation.
- Effective, empowered leadership, governance and management.
- A global communications and advocacy strategy to position the Federation.

#### Improving planning, performance and accountability

- Ongoing analysis and a common understanding of external trends.
- A Federation-wide approach to planning, performance management and accountability.

#### Delivering effective programmes and services

- A flexible, responsive Federation-wide operating model.
- Reinforced regional networks and structures.
- Strengthened and improved cooperation, coordination and support mechanisms.

#### Mobilizing resources to support our work

- A human resources strategy to strengthen the volunteer and staff base of the International Federation.
- A global fund-raising strategy to increase resources for all parts of the International Federation.

Too often, ambitious strategic plans for the Federation have not been realized, leading to frustration and a lack of confidence in the organization. The Framework for Action is a mechanism to ensure that all parts of the Federation work together over the next five years to align efforts and carry out collective responsibilities to improve impact and effectiveness. It will underpin all our planning and capacity-building efforts from 2006 to 2010.

The draft Plan and Budget for 2006–2007 indicates in some detail how the secretariat proposes to support implementation of the Framework for Action and includes provisions for start-up costs for many of the framework's initiatives. The framework will be implemented in phases, with actions to make immediate improvements in priority areas such as disaster management and health.

The annex gives details of the key actions in each of the ten areas for improvement that National Societies, the secretariat and governance will need to implement in the five years from 2006 to 2010.

## Making the process work

In order to implement the Federation of the Future process, National Societies, governance and the secretariat are each expected to develop specific plans and to report regularly on how they are assisting with implementation.

National Societies have a particular responsibility to contribute actively to the success of the International Federation by supporting the implementation of the Framework for Action, aligning their work towards the Global Agenda's collective aims and goals and respecting and applying the vision, strategies, policies and rules that we have collectively agreed to. Selected National Societies have also been encouraged to lead by example by working on implementing some of the longer-term Federation of the Future initiatives in their own country and regions.

Governance has a critical leadership role in actively promoting and monitoring the implementation of the process, particularly in reforming decision-making procedures and in taking decisive corrective action to ensure unity, cohesion and integrity. The Governing Board has established a high-level "Implementation Advisory Group" to provide advice and guidance on the Framework for Action's implementation and monitor overall progress.

The secretariat has a key role in supporting National Societies and governance in implementing activities and in improving its own functions of membership services, supporting operational alliances and effective disaster management.

However, achieving the aims of the Federation for the Future process will not be possible without the dedication and commitment of Red Cross Red Crescent volunteers, staff and leaders everywhere, as well as resources to support them in their work. As a Federation, we need to focus on supporting our people and giving them the tools and resources they need to meet the high demands and expectations we – and our supporters – place on them. Our people are our greatest strength. They are what define us and what make us a unique humanitarian force in the world. We must continue to listen to the voices of our volunteers and staff and harness their

In the next five years, we aim to increase total resources for international programming priorities and National Societies by 20 per cent.





expertise. Our volunteers and staff must reflect the diversity of our network. To carry out our activities successfully, we need the support of young people around the world. We must make them welcome and involve them at all levels of the Federation.

Meeting the needs of today and preparing the Federation for the future will not be possible without a stable, diversified funding base that extends resources to all parts of the network. The new focus provided by the Global Agenda and Framework for Action will increase the credibility and capacity of our global network and should translate into tangible, significant and sustainable increases in the overall resources available for our work. As an ambitious but realistic target, we should aim for a 20 per cent increase in the total resources available to support international programming priorities and increase the resources for all National Societies in order to address significant humanitarian needs over the coming five years.

This cannot be done without a firm commitment amongst all actors to align and harmonize their approaches to fund-raising, and to work together to maximize the results. We also need to improve our overall financial management, to ensure that we are consistently using the resources we have in an efficient and transparent manner. Any changes to the Federation model must be realistic, affordable and sustainable. This requires a commitment to secure the necessary funding before embarking on any ambitious initiatives.

Years of challenging work lie ahead, but the direction is set. The goals we have set for our Federation over the next five years are realistic and achievable. By embracing the Framework for Action we will boost the capacity of Red Cross and Red Crescent National Societies to improve the lives of vulnerable people throughout the world.

## Conclusion

There are many global challenges facing us. The world wants and expects the International Federation and its National Societies to be the advocates and champions of vulnerable people everywhere, acting with neutrality, independence, impartiality and integrity in everything we do, from community through to regional, national and international levels. These challenges are today's Solferino for the Federation – challenges we must face if we want to remain effective and relevant in the modern world. Success requires, above all, collective motivation, a shared responsibility for success and a full commitment to tenets of the vision and values and the ten areas for improvement.

Dialogue with the International Committee of the Red Cross (ICRC) and external actors such as the United Nations system is also critical to ensure that implementation of the Global Agenda and Framework for Action contributes to addressing major humanitarian challenges. Success in the Federation of the Future process requires strengthened cooperation with the ICRC, and increasingly, the United Nations, non-governmental organizations and governments in countries where the Federation works.

The Federation's vision and mission is about mobilizing the power of humanity. Put simply, that means people supporting people to make a real difference in the world.

The Federation must now mobilize resources sufficient to improve its impact and reach via excellent-quality programming and services, while also increasing monitoring and analysis which encourage and allow it to improve constantly.

Put simply, our aim is to help people support people to make a real difference in the world.

There is a clear consensus amongst the membership that, as a Federation, we can and must do much more to harness and align our collective resources, capacities and experience, and reach out to more people. To do that, we must consolidate and share our successes and lessons learned, so that the entire network can benefit and improve. Today, more than ever, we need to work together effectively as a Federation, in cohesion and with a common goal of earning our place in the world.

Together, we can live up to the promise and commitment of Strategy 2010: “Improving the lives of vulnerable people by mobilizing the power of humanity”.



Figure 2. Making a greater impact as a Federation



  
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# Annex

## The Framework for Action's ten areas for improvement Key actions 2006–2010

Area for improvement	National Societies	Secretariat	Governance
<b>Setting a shared vision and direction for the future</b>			
<p>Shared vision, values and organizational culture for the International Federation</p> <p><b>1</b></p>	<ul style="list-style-type: none"> <li>Adopt their own vision and values to reinforce application of the fundamental principles and align this to the International Federation's vision, mission and values.</li> <li>The fundamental principles and the Federation's vision, mission and values inform working approaches of all National Societies in their domestic and international work.</li> </ul>	<ul style="list-style-type: none"> <li>Support implementation of training and awareness campaigns to build a shared understanding of the fundamental principles and the International Federation's vision, mission and values amongst all Red Cross Red Crescent staff and volunteers and with external actors. The fundamental principles and the Federation's vision, mission and values inform the secretariat's working approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Promote continued dialogue and understanding of the fundamental principles and the International Federation's vision, mission and values and take actions to ensure unity and cohesion in the International Federation.</li> <li>The fundamental principles and the Federation's vision, mission and values inform the working approaches of governance.</li> </ul>
	<p>Effective, empowered leadership, governance and management</p> <p><b>2</b></p>	<ul style="list-style-type: none"> <li>Take action to implement the Federation's integrity policy and fulfil their obligations as members of the Federation and the Movement in order to ensure higher levels of integrity and cohesion in the Federation.</li> </ul>	<ul style="list-style-type: none"> <li>Improve its support to governance and provide guidance to National Societies to ensure better understanding and implementation of governance and policy decisions of the Federation and the Movement. Demonstrate global leadership in fulfilling its functions to provide high-quality services to members, coordinate and support operational alliances for programming and direct and coordinate international disaster response.</li> </ul>



3 A global communications and advocacy strategy to position the International Federation

- Increase their domestic communications and advocacy programmes to address key humanitarian issues, influence the actions of key decision-makers and in the community, and mobilize support and understanding of Federation and Movement priorities.
- Coordinate implementation of a global advocacy and communications strategy to address key humanitarian issues, influence the actions of key decision-makers, and mobilize support for the work of the Federation's network, in close consultation with National Societies, governance and the ICRC.
- Regularly monitor the effectiveness and impact of communications and advocacy activities and take action to promote and safeguard the image and visibility of the Federation and its members.

## Improving planning, performance and accountability

4 Ongoing analysis and a common understanding of external trends

- Regularly assess vulnerabilities and capacities at the national level and adjust their work based on the findings, as proposed by the Strategy 2010 review.
- Regularly analyse the political, economic and humanitarian environment and compile and publish global and regional vulnerability reports and other research and analysis to support the Global Agenda and prioritize advocacy efforts and Federation-wide programme planning.
- Regularly analyse the political, economic and humanitarian environment and assess potential risks and opportunities for the Federation in order to promote and safeguard the collective interests of the Federation.

5 A Federation-wide approach to planning, performance management and accountability

- Align their programmes towards the Global Agenda's goals and implement the Federation's performance management and accountability framework to measure and report their progress in delivery of Strategy 2010 and other Federation and Movement commitments. At the regional level, align existing regional commitments to the Global Agenda and set measurable priorities, targets and indicators, and monitor implementation through regional conferences.
- Lead and coordinate implementation of global, regional- and country-level planning, performance and accountability mechanisms for the Federation. This includes support for initiatives to move from self-assessment to established quality standards, peer reviews, external auditing and accreditation to improve performance, accountability and effectiveness in the Federation's network.
- Monitor mutual accountability for the Federation network to implement the Global Agenda and take action to address any issues that require attention.
- Regularly evaluate and update strategic plans and priorities for the Federation.

## Delivering effective programmes and services

A flexible, responsive, Federation-wide operating model



- Scale up and strengthen their advocacy and programming in areas where they can make a difference, as part of their commitment to implement Strategy 2010 and the Global Agenda.
- When working internationally, they align their support to the Global Agenda and work through operational alliances as part of the new operating model for the Federation.
- Lead and coordinate the development of innovative “operational alliances” to support National Societies in addressing priority humanitarian challenges and achieve the Global Agenda's goals. These alliances have clear criteria to make the most effective, coordinated use of resources to achieve the greatest possible impact for vulnerable people.
- To support all member National Societies, deliver membership services which have clear, transparent criteria to prioritize actions, measure quality, performance and member satisfaction. Implement a comprehensive strategy to reform and improve its international disaster management capacity, by evaluating existing tools, procedures and structures and looking at means to strengthen and make better use of National Society resources to respond to disasters.
- Implement a comprehensive strategy to improve Federation health and care programming, by evaluating existing tools, procedures and structures and looking at means to strengthen and make better use of National Society resources to respond to health challenges, including strengthening and scaling up HIV/AIDS programming and advocacy on health issues.
- Develop policy guidelines to support the new operating model and regularly monitor the quality and effectiveness of membership services and operational alliances to ensure that the Federation is maximizing the use of resources to achieve the greatest impact on vulnerable people.

## 7 Reinforced regional networks and structures

- Support and promote regional networks as a means to share knowledge, resources and technical expertise and support implementation of the Global Agenda.
- Establish regional disaster management units to provide National Societies with timely, effective and coordinated disaster management services and resource centres to help share resources and knowledge within the Federation's network.
- Consolidate and strengthen regional offices to improve coordination, support and services to National Societies, regional networks and operational alliances. Its presence at regional and country levels is based on clear criteria founded in needs and capacities.
- Maintain a strong global capacity to link regional networks and ensure overall coherence and consistency in planning, monitoring and evaluation, international representation and communication and policy development.
- Through its regional vice-presidents, actively engage and support regional governance and networks and monitor the activities of networks and resource centres to ensure that they operate in accordance with Federation and Movement policies and procedures.

## 8 Strengthened and improved cooperation, coordination and support mechanisms

- Take responsibility for their own development and for expanding and managing their cooperation relations, particularly with external actors.
- Lead and coordinate overall efforts to strengthen the capacity of the Federation's network and increase cooperation with the ICRC on institutional capacity-building issues. Implement a comprehensive cooperation framework to support effective operational alliances, consolidating Federation and Movement coordination processes and mechanisms (such as cooperation agreement strategies or the Movement's tsunami coordination framework), and provide National Societies with training and guidance on managing cooperation relations.
- Develop clear policy guidelines to support and promote effective cooperation and coordination, and a coherent Movement approach to capacity building.

## Delivering effective programmes and services

9

A human resources strategy to strengthen the volunteer and staff base of the International Federation

- Implement a coherent approach to human resource management to attract, retain and effectively manage the best possible staff and volunteers, and implement the Federation's pledge on diversity, tolerance and non-discrimination. Continue to promote initiatives for sharing or exchanging staff and volunteers between National Societies and with the secretariat to build experience in the Federation's network.
- Lead and coordinate a coherent human resources strategy for the Federation, including supporting the development of National Society staff and volunteers as part of its capacity-building strategy and promoting a coherent approach with National Societies working internationally to recruit and train high-quality staff for international assignments.
- Mobilizing resources to support our work  
Monitor implementation of an Federation human resource strategy to ensure that high-quality, committed staff and volunteers at all levels are able to implement the Federation's Global Agenda and priorities.

10

A global fund-raising and resource mobilization strategy to increase resources for all parts of the International Federation

- Work to increase and diversify their funding sources and practise effective financial management to support domestic and international programming, focusing on expanding and increasing public and corporate support.
- Lead and coordinate implementation of a Federation-wide resource mobilization strategy to take advantage of new and emerging opportunities and external partnerships to increase the overall resources for membership services in the Federation and for operational alliances to implement the Global Agenda.
- Establish a policy framework for resource mobilization and financial management and regularly monitor the financial and resource management issues in the Federation to promote and safeguard the organization's interests.









# The Fundamental Principles of the International Red Cross and Red Crescent Movement

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## **Humanity**

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

## **Impartiality**

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

## **Neutrality**

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

## **Independence**

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

## **Voluntary Service**

It is a voluntary relief movement not prompted in any manner by desire for gain.

## **Unity**

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

## **Universality**

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



The *International Federation of Red Cross and Red Crescent Societies* promotes the humanitarian activities of National Societies among vulnerable people.

By coordinating international disaster relief and encouraging development support it seeks to prevent and alleviate human suffering.

The International Federation, the National Societies and the International Committee of the Red Cross together constitute the International Red Cross and Red Crescent Movement.