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OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT MOVEMENT

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REPORT ON THE STRATEGY FOR
THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Document prepared by the Standing Commission
in consultation with the ICRC and the International Federation

Geneva, October 2007

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See also separate documents:

CD/07/7.2 - Study on Operational and Commercial and other Non-operational Issues involving the Use of the Emblems (Action 10), prepared by the ICRC in consultation with the International Federation and National Societies

CD/07/7.3 - Report of the ICRC/International Federation Joint Statutes Commission (Action 3)

Executive Summary

In its analysis of the implementation reports on the Strategy for the Movement, the Standing Commission observed with satisfaction that work is underway on all ten (10) actions and positive developments can be seen, as evidenced by comprehensive work done on e.g. the auxiliary role of National Societies (NS) on guidelines for working with political and military players and on the recent study on the commercial use of the emblems. It further noted that the Strategy has positively inspired planning in other strategic and/or operational contexts. The 10 actions are still seen as relevant, a fact that reinforces the underlying analysis of key areas within Movement cooperation.

Two specific areas of work deserve special attention: In spite of clear improvements in *coordination* between the components, such as reenergized implementation of the Seville Agreement and its Supplementary Measures, the issue of *cooperation in capacity building* requires further attention. The Movement approach, called for in action 1, ensuring that there is a Movement-wide concept for capacity building, to which all components would adhere and comply with, would benefit from additional work on definitions and ways of addressing capacity building issues under leadership provided by the International Federation.

The second area relates to integrity issues, where a large number of NS still report having experienced problems. The development of a Federation policy, mechanisms, tools and approaches has generated a greater awareness of and ability to tackle integrity issues. In addition, an increasing number of NS have revised their statutes to meet the minimum requirements. Yet we remain far short of achieving the goal of all NS examining their Statutes and related legal texts by 2010, exposing many to the risk of encountering integrity problems in the future.

There appears to be a perception that the Strategy is primarily a framework for the ICRC and the International Federation. Measures to increase NS ownership of the Strategy would need to be developed. Of the 62 NS responding to the self assessment, 37 rate their understanding of the Strategy as average, 15 as strong and 10 as poor. NS are *the* vital force of the Movement and have a decisive role in promoting and actively furthering better cooperation between *all* components.

Regarding monitoring of NS implementation activities, the existing mechanisms deserve attention, under the leadership of the international Federation, to provide a more comprehensive picture of NS work with and perception of the Strategy.

The Standing Commission also highlights the work done on action 4. While submitting its recommendations for immediate implementation, it also recognizes the need for more work on long term issues. These will have to be included into the agenda of the incoming Commission.

Lastly, the SC welcomes the important ICRC study on the commercial use of the emblem, carried out in extensive cooperation with the International Federation and National Societies.

REPORT ON THE STRATEGY FOR THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

I. INTRODUCTION AND SCOPE OF RESOLUTION 6

The first Strategy for the International Red Cross and Red Crescent Movement (Movement Strategy or Strategy) was adopted by the Council of Delegates in 2001. Council meetings since have received reports on its implementation by the ICRC and the International Federation Secretariat (Federation) and by National Societies (NS). The 2005 Council adopted an update of the Strategy, the specific aspects of which can be summarised as follows:

- The three strategic objectives remained unchanged promoting effective and efficient interaction of the components and for strengthening the Red Cross and Red Crescent Movement as a whole;
- While some of the original 17 actions had been completed, most actions called for continued efforts. The updated version of the Strategy combined several of the actions thereby reducing their number to 10;
- Consequentially, there was also a reduction in the number of expected results and implementation points;
- The role of the NS in implementation was given more attention. The NS and their volunteers are the vital force of the Movement. The updated Strategy added an emphasis on NS and what is expected from them.

The *overall aim* of the Movement Strategy remained unchanged: "building a dynamic process of strategic thinking" in the Movement with the overall goal to improve cooperation among the components and with external partners for increased efficiency and effectiveness in action. It is about 'how' we should work to become stronger together.

The Council of Delegates in 2005 in its resolution 6

- Ø **adopted** the Update of the Strategy for the International Red Cross and Red Crescent Movement, replacing the text adopted in 2001;
- Ø **called upon** all components of the Movement as a matter of priority to implement all 10 Actions within set timeframes and to promote the Updated Strategy and ongoing strategic dialogue within the Movement;
- Ø **requested** the Standing Commission to establish a mechanism to see to the implementation, in consultation with all components of the Movement, of action 4 of the Strategy for the Movement in order to secure a review of the entire construct of Movement fora and make recommendations on reducing unnecessary complexities and improving effectiveness, and to present the review and recommendations to the Council of Delegates in 2007;
- Ø **invited** the International Federation, the ICRC and the Standing Commission to monitor the implementation of the updated Strategy and to report to the 2007 Council of Delegates its findings based on implementation reports submitted to it by the components of the Movement along with pertinent recommendations as necessary;
- Ø **further recommended** that the Updated Strategy for the Movement be circulated to member States and invited observers of the international Red Cross and Red

Crescent Conference and presented with the monitoring report to the International Conference in 2007.

This consolidated report to the 2007 Council has two (2) parts:

- Ø Report on work done on Action 4 by a Standing Commission(SC);
- Ø Implementation of the Strategy by NS, the ICRC and the Federation secretariat.

See also reports

- Ø **CD/07/7.2** - Study on Operational and Commercial and other Non-operational Issues involving the Use of the Emblems (Action 10), prepared by the ICRC in consultation with the International Federation and National Societies
- Ø **CD/07/7.3** - Report of the ICRC/International Federation Joint Statutes Commission (Action 3)

II. WORK ON 'ACTION 4'

Action 4

Enhance dialogue and consultations within the Movement through better use of existing fora, and improved co-ordination of the agendas of statutory and other meetings

2.1. Task and mandate

With reference to the above quoted Resolution 6 regarding work on Action 4 – *to secure a review of the entire construct of Movement fora and make recommendations on reducing unnecessary complexities and improving effectiveness and to present the review and recommendations to the Council of Delegates in 2007* – the Standing Commission (SC) initiated work to

- promote and monitor the implementation of the Strategy;
- develop the work on actions 4 and 8 in particular and to
- work on any other actions requiring special attention by the SC and to set timeframes and assign primary responsibilities in the implementation of the Movement Strategy.

Professor Freddy Karup Pedersen, assisted by the SC secretariat, has led the work on action 4 with Mr Jean-Luc Blondel from the ICRC, with Mr Luc de Wever (later replaced by Ms Malika Ait-Mohamed-Parent) from the Federation and with vice president Mr Tadateru Konoe of the Federation. The issues central to action 8 are indirectly linked to work on Action 4 but have yet to be specifically addressed.

In September 2006 the group defined the **time frames** and the **lead function** for the actions and implementation points in the Strategy as requested by the SC and in the CoD resolution. These were included in the printed Strategies distributed to all NS.

The Lead -concept was defined as follows: "*The Lead -institution(s) promote implementation of the implementation points in coordination and consultation with other components. Lead also includes defining the expected outcome of the implementation point.*"

For the specific purpose of its work on Action 4, the SC used the following definition of "Movement fora":

Movement fora are all international meetings within the Movement on policy matters not excluding meetings on operational matters if they are related to policy. Such meetings can be either statutory or non-statutory.

The SC had the lead on Action 4 as the Movement body encompassing all components being thus particularly well positioned to analyse the ‘full picture’ of challenges related to its functioning; a task, which is indicated also in its statutory functions.

The group addressed the work in two phases:

- § Short term with the objective of developing immediate improving measures within the present structures and existing fora (by 2007) and
- § Long term issues addressing more fundamental questions which *may* involve statutory changes.

In accordance with the above and on advice from the SC, the group initially focused on how to improve preparations for and functioning of *existing* meetings within the framework of present statutes and rules.

Two objectives directed the work:

- § The requirement for increased efficiency of meetings and better articulation and continuity between the different meetings within the Movement
- § Stronger involvement of National Societies in the preparations, discussions and follow-up of meetings within the Movement.

The methodology included interviews with past and present Movement personalities from all regions. Additionally, the members submitted individual reflection papers and the group explored these and the outcomes of the interviews – findings, views, helpful explanatory comments and proposals for change.

2.2. Recommendations

The Standing Commission presents the following recommendations, which it submits for *implementation* without any formal statutory or other changes:

A. *Increased efficiency of meetings and better articulation and continuity between the different meetings within the Movement*

For improved efficiency

1. *Role, purpose and mandate of the meeting* to be clarified to all participants at an early enough stage, e.g in connection with the convocation/invitation;
2. Initial planning of any meeting must include *definition of success and efficiency* in the form of *clear objectives and expected outcomes*. This includes all Movement statutory meetings/conferences such as the IC, the CoD and the Federation’s GA;
3. The agenda should be *focused* with a *limited number of decisions* to be sought respecting statutory requirements. More emphasis should be on *debates*. In selecting issues for discussion and debate, a *future oriented focus* is recommended.
4. The agenda should indicate items
 - 1) for discussion and decision

- 2) for discussion/orientation only
- 3) for information only
- 5. There should be a determined *move away from 'automatic' follow-up reports* to the next meeting; only decisions that require attention also at the next meeting should be the object of such reporting¹;
- 6. *Annotated agendas* should be applied good practise for *all meetings* and include expected objectives and outcomes;
- 7. Agenda items should be *priority-labelled* (1-3) to indicate importance and attract better attention;
- 8. Better *use of technology* in sharing of documents in the interest of raising awareness of the environmental impact of Movement meetings;
- 9. Although *consensus* should remain the desired way of adopting decisions, *votes should not be ruled out* when necessary to break a deadlock on important issues for decision.

For improved follow-up

- 10. The component responsible (ICRC/Federation/NS) for monitoring and reporting on the objectives and targets in decisions taken should communicate *how* this will be done to relevant stake holders;
- 11. *Format and language of decisions should be simplified.* Move away from “UN-language” and resolution format, use clear and direct language outlining what the decision entails and what is expected from the components on implementation and follow-up; (The annexed ‘model’ decision sheet pertaining to the Strategy has been drafted accordingly to generate reactions)
- 12. Organisers of any given meeting establish an *immediate short summary record* of decisions taken or recommendations adopted to facilitate ‘fresh’ feedback within e.g. NS to responsible governance/staff.

B. *Involvement of NS in the preparations, discussions and follow-up of meetings within the Movement*

For better participatory planning to improve consultation and dialogue *in advance* of meetings and conferences it is recommended

- 13. *To increase involvement in the preparatory phase* of the *ICRC and the SC at regional conferences* and meetings, statutory as well as non-statutory;
- 14. To engage *informal and thematic* (e.g. ERNA (European Regional Network on Aids), First Aid, ELSG (European Legal Support Group)) *networks* and non-statutory sub regional meetings and conferences to *advise and feed into planning* of Movement statutory meetings and regional conferences / other meetings to highlight NS priority topics and issues;

¹ Already introduced at CoD meetings

- 15 That regional conferences *help prepare* the global *Movement statutory meetings* in terms of issues and substance and that they *interpret/adapt global decisions* for implementation in their regional contexts;
16. That planning of regional conferences and meetings is *anchored in the NS of the region* for better ownership with support and participation from the regional and/or Geneva ICRC and Federation;
17. That *better use of technology* is applied also for various advisory working groups – e.g. web based consultations allowing feedback and commenting on plans, video conferencing and encouragement of initiatives using electronic non-formal communications;
18. That documentation to NS is timely, adequate, concise and clear.

Long term issues, which surfaced in the course of its work, are suggested to be dealt with over the coming four (4) years during continued work taking into account recent developments. *It is proposed that the **CoD ask the incoming SC to continue further work on Action 4 in the way it finds appropriate** including, however, definitions of the issues to be analysed and consultation with NS.* Such work may include i.a.

- Ø Review of existing meetings re content, frequency and mandates; evaluation of them in terms of outcomes regarding current strategies and priorities and in terms of cost effectiveness; analysis of the desirability and feasibility of closer articulation of the Federation's General Assembly and the CoD and of the decision making process taking into account the special *mandates* of the various components;
- Ø Development of principles guiding the Movement's objectives for and expectations regarding the International Conference (IC); what strategic issues for the Movement should an IC be used for?

III. IMPLEMENTATION OF THE STRATEGY FOR THE MOVEMENT BY NATIONAL SOCIETIES, THE ICRC AND THE INTERNATIONAL FEDERATION SECRETARIAT:

MAIN FINDINGS

This summary report builds on implementation reports from the ICRC and the International Federation secretariat. Information on National Society (NS) implementation activities is based on national society self assessment, which may not necessarily reflect the full picture of NS work and achievements regarding the Strategy. The individual reports will be available at the Council upon request.

In the interest of brevity, this summary report focuses on developments since the Council in 2005. It follows the structure of the Strategy itself, with the information available compiled at the level of the strategic objectives, related actions and expected results.

STRATEGIC OBJECTIVE 1

Strengthening the components of the Movement

Having components with complementary roles, operating internationally as well as being rooted locally, gives the Movement a comparative advantage. However, if the Movement is to have a greater impact, the operational capacity in particular of the National Societies to assist vulnerable people in their own countries must be strengthened by developing management skills, good programmes, governance structures and the ability of governance to carry out its responsibilities, and comply with the Fundamental Principles.

Action 1

Develop a Movement approach to capacity building in National Societies and promote joint planning, resource mobilisation and evaluation of development and co-operation activities in a given region or country.

Expected results

- A single, common Movement approach to capacity building and organisational development, including specific focus on the development of volunteering, is agreed and applied.
- More resources are committed to capacity building, and the capacity building fund is strengthened.
- Common terminology and performance indicators with regard to capacity building, organisational development and planning, are established in National Societies, the International Federation Secretariat and the ICRC.
- There is an enhanced sense of discipline and commitment by all components present in a given country to maximise the use of available resources and to work together in a co-ordinated and effective manner.

During 2006 and the first half of 2007 in line with the Strategy for the Movement and in support of the Global Agenda, the Federation strengthened the Intensified Capacity Building approach adapting it to allow for a more strategic approach within the New Operating Model. This involved the development of a draft "Framework for National Society Development 2006 – 2009", an instrument at the disposal of all components of the Movement involved in capacity building efforts.

NS see improvements in the level of coordination among Movement members. Of the 63 NS interviewed, the majority or 36 NS deem the level of cooperation is increasing, 24 find it unchanged and 3 see a deterioration in cooperation.

The use of the concept of Operational Alliances to co-ordinate the contributions of NS working internationally with those of a host NS and the Federation, is leading to the development of practical tools to support capacity building in NS. The self assessment report notes that there is an increasing interest and participation by the PNS in Operational Alliances.

To foster a shared understanding of these approaches and tools, the Federation secretariat has organised training events for NS and Federation personnel, focussed on local capacity building, with the aim of both strengthening the ability to apply the common approach and to strengthen networks of NS facing similar challenges. Still, almost one fifth of NS lack a disaster preparedness plan although this figure was as high as 24% two years earlier. NS branch networks are improving coverage: the percentage of NS that do not cover their entire country fell from 13% to 7%.

ICRC participated in Federation annual meetings for OD delegates to harmonise approaches to capacity building. One consequence of a more integrated approach is increased interest to find practical ways to ensure that participants of all components in the field work closely together, preferably integrated into existing structures.

ICRC supports initiatives such as NEPARC (New Partnership for African Red Cross and Red Crescent Societies) and Good Humanitarian Donorship. Through its 'Safer Access' approach to develop NS capacities to work in conflicts, ICRC consolidates best practice and applications adapted to different local contexts. ICRC focuses on supporting NS of countries at risk from armed conflict; such support to e.g. NS of Lebanon, Nigeria, Nepal and Sri Lanka enabled their effective response in recent emergencies.

ICRC Institutional Strategy for 2007-10 directs its delegations to develop their work in partnership with ONS and to develop their emergency response capacities. Its capacity building work is coordinated with the Federation at headquarters and in the field.

Capacity building support to ONS in Restoring Family Links in natural disasters and conflicts is coordinated with ONS and the Federation in accordance with the 'RFL Strategy for the International Red Cross and Red Crescent Movement'.

Action 2

Systematically train and share knowledge among Red Cross and Red Crescent leadership at all levels of governance and management, on the Movement's mission, history and organisation, Fundamental Principles, and International Humanitarian Law

Expected results

- *Red Cross and Red Crescent leaders at all levels are knowledgeable in the Fundamental Principles, the Mission of the Movement and International Humanitarian Law, possess the governance and management skills required to run their respective organisations effectively and in conformity with the Fundamental Principles and are prepared to share this knowledge.*
- *Volunteers, – especially the young - leaders and staff, including delegates, within the Movement have a sense of belonging to a Movement that is wider than the organisational unit to which they belong.*
- *The Seville Agreement is known, understood and respected by all components of the Movement both at governance and management levels.*
- *All components of the Movement have presence on the web and their websites are interlinked.*

The Federation and the ICRC continued to organize “National Society Leadership Development” courses, designed to deepen the understanding of the participants of the fundamental principles and IHL and of their international roles, responsibilities and obligations as senior NS leaders. These courses complement related efforts at the regional and country levels. In 2006, there were two courses organized in English, while in 2007 one course was held in French and one in Russian in October. Feedback from participants reported a better understanding of the functioning of statutory meetings and their role as NS leaders within international Movement coordination mechanisms.

In relation to work with youth, there has been a special focus on communication, knowledge sharing, and the development of programmes to promote the Movement’s mission, the Fundamental Principles and International Humanitarian Law among youth volunteers.

It is worth noting that according to the self assessment, well over half of all volunteers and staff are women with insufficient opportunities to participate in governance and management.

The Annual NS Legal Advisers’ Meeting, organised by ICRC in cooperation with the Federation, discusses IHL issues of common interest with NS. The ICRC and the Federation participate at the European Legal Support Group meetings and, with NS Legal Advisers, at the Annual San Remo Symposium on IHL.

ICRC supported dissemination activities and NS dialogue with their governments on national implementation of IHL and co-organised with NS promotional activities for the Study on Customary International Humanitarian Law. In all, 46 events were organised in 28 countries in 2006-07.

The Standing Commission launched its website in 2006 and the ICRC and the Federation have redeveloped and renewed their respective sites. Further work on interlinkages is still required.

Regarding the Seville Agreement and promoting better common understanding of it and its Supplementary Measures, see separate report to this Council based on resolution 8 of the 2005 CoD.

Action 3

Monitor and protect the integrity of the components, and ensure that every component complies with the Fundamental Principles.

Expected results

- *The credibility of the Movement and the trust it receives from the people it serves and the institutions supporting it, is enhanced through strengthened integrity and transparency of all its components.*
- *While taking appropriate measures to maintain their own integrity and integrating the Fundamental Principles into all operational and strategic planning and implementation, the ICRC and the International Federation follow common strategies to ensure that recognition conditions are respected at all times by National Societies.*
- *National Societies have updated Statutes.*
- *All agreements between the components of the Movement and States, intergovernmental institutions and other humanitarian players are in conformity with the Fundamental Principles.*

The Federation, in consultation with the ICRC, analyses on a regular basis all integrity issues and takes necessary actions alone or jointly with the ICRC – including peer review – as the

case requires. The ICRC Vice President participated in the meetings of the Federation Board Group on Integrity. At field level, the ICRC and Federation share information on integrity cases and take necessary action, separately or jointly, as may be required.

According to the self assessment report, it is a source of great disquiet that the proportion of NS experiencing integrity problems remains high. More than 1/3 of the NS reported at least one such case in the last three years. The same report notes that 70% of NS have adopted integrity monitoring mechanisms, which nevertheless remains an area calling for increased attention.

NS are to examine their Statutes and related legal texts by 2010, and, where necessary, adopt new constitutional texts in accordance with the "Guidance for National Society Statutes". According to the [separate] 'Report of the Joint ICRC/International Federation Commission for National Society Statutes' submitted to this Council, 37 NS had fulfilled their obligations under this requirement, 38 were in the process of reviewing their Statutes, 38 NS had received comments from the Joint Statutes Commission (JSC) but had not responded and 58 NS had not officially informed the JSC that a process of reviewing their Statutes had been undertaken.

See separate report of the Joint ICRC/International Federation Commission for National Society Statutes (CD07/7.3)

The components of the Movement are obliged to comply with the Fundamental Principles in their relations and in any formal agreements with states, intergovernmental institutions and other humanitarian players, in accordance with Resolution 10 of the 2003 CoD ("Minimum Elements to be Included in Operational Agreements Between Movement Components and their Operational Partners").

On development of standards for permanent compliance with the conditions for recognition of NS, the ICRC will continue its internal and external consultations and examination of the historical issues in this context.

STRATEGIC OBJECTIVE 2

Improving the Movement's effectiveness and efficiency through increased co-operation and coherence

The Movement must respond with swiftness and flexibility to the needs of those calling for impartial humanitarian assistance and protection. In order to increase its efficiency and effectiveness, functional co-operation among the components has to be improved, capitalising on their complementarities. Effective co-ordination should be given precedence over the different operational cultures and approaches of National Societies, the International Federation Secretariat and the ICRC. This requires mutual respect and support and a sense of shared identity.

In a world of rapid changes and complex emergencies, the components of the Movement need reliable information about actual humanitarian situations and development trends, which have a bearing on their ability to assist victims and the most vulnerable people. The need in this respect is to make better use of existing systems and data rather than creating additional capacity for monitoring and analysis of political, social, economic and humanitarian developments, which is already done routinely by many Movement components.

Action 4 – see separate report above, pages 4-7.

Action 5

Monitor external trends and analyse data from relevant sources with a view to facilitating coherent policies and approaches to issues of common concern

Expected results

- **Improved common understanding across the Movement of external trends and their effect on humanitarian action;**
- **Improved strategic planning in National Societies and the Movement's statutory bodies, leading to enhanced decision-making capability on major humanitarian issues;**
- **Increased impact on global agendas and improved inputs into decision-making in external fora, which impact on humanitarian work.**

Federation Regional Conferences provide occasions for sharing and analysing external trends. The Inter-American Conference in Ecuador, as an example, heard extensive analysis on the social, economic and political developments dealing in particular with poverty, exclusion and social cohesion, social policies, migration, urban violence and vulnerability in Latin America.

The Federation's Youth Commission undertook a two-year Global Youth Consultation as the basis for further policy development. As part of this, it analysed external trends and data related to youth from 92 National Societies.

ICRC delegations conduct a dialogue with the ONS when preparing their annual plans covering i.a. analysis of the context and subsequent options for operational cooperation.

The Directors of the Geneva institutions regularly analyse and debate strategic issues within the Movement. Also ICRC regional heads of operations meet with the Heads of Zones of the Federation to discuss coordination approaches on immediate operational and wider issues. ICRC also participated in Federation partnership meetings.

The ICRC and the International Federation, with European Red Cross Societies, have together ensured a co-ordinated response towards the EU Civil Defence initiative regarding use of military assets as well as towards the 3-pillar approach of the UN to the global humanitarian community, which identifies the RCRC Movement as distinct from the UN and the NGOs.

Action 6

Improve and co-ordinate the Movement's response to emergencies

Expected results

- Through its co-ordinated work in emergency situations, including health emergencies, the components of the Movement reach more vulnerable people.
- A harmonised and systematic use of standards enhances the quality of humanitarian assistance provided by the components of the Movement in emergencies.
- The components of the Movement are trusted and preferred as partners by the beneficiaries as well as by other partners in the delivery of humanitarian assistance.
- Emergency operations are used effectively to strengthen National Societies' capacity

The International Federation, as part of a strategy for positioning NS as trusted and preferred partners in humanitarian action, has developed formal agreements with a range of organisations, such as WHO, WFP and UNEP. Agreements have also been established with regional inter-governmental organisations such as the Organisation of American States. Ongoing work towards frameworks of co-operation also included the negotiation of a Memorandum of Understanding with OCHA that defines the Federation's responsibilities in relation to emergency shelter activities.

Also the ICRC has framework agreements with the WFP, model agreements with UNHCR, and letters of understanding with other UN agencies aiming at developing Movement wide standards for management of relations with other humanitarian actors.

Disaster Management tools developed over the past several years – DMIS, ERU, FACT and especially the Regional Disaster Response Teams (RDRT) have formed the backbone of the Federation emergency response and are seen by all components of the Movement as part of a core, shared, infrastructure.

ICRC developed coherent and consolidated modules for ICRC facilitation in ERU, ERU Team Leader and FACT courses to ensure awareness among all components of the implications of working in a conflict environment.

NS are harmonising their management systems with those of ICRC and the Federation. 71% of NS interviewed (59) are actively involved in the harmonisation process.

New tools are a “Movement Guide for Emergency Assessment” and a “Movement Guide on Cash Transfer Programmes”. The Federation is initiating a global alliance on Disaster Risk Reduction, complementing the Movement’s response to emergencies. With a changing environment and new challenges such work is part of the permanent effort to improve the ability to act on the part of all components and is reinforced by the Federation’s new operating model and Global Agenda, which move NS towards their central role as actors in their own right and as the fundamental operational units of the International Federation. Efforts were made to build the response capacity of NS in emergency situations. Of 44 NS interviewed, 86 % recognise an increase of their capacity after an emergency operation.

NS place improvement of the Movement’s effectiveness and efficiency high on their agenda. Of 67 NS interviewed, 68% recognise it as one of their most important objectives. Whilst overall, coordination mechanisms improved, instances of NS working internationally without coordination with the ONS were still observed.

Asked to rate the level of Movement coordination in emergency response, 14 of 41 NS interviewed rate it as strong, 13 as average 2 as poor. The remaining 11 did not feel it was required due to size and nature of the emergency.

ICRC Institutional Strategy for 2007-10 sets as a priority development of its own capacities to work in partnership with and developing ONS emergency response capacities. This acknowledges the effectiveness such partnerships in meeting the needs of people affected by armed conflict and internal strife. ICRC estimates that over 30% of its operational activities are carried out in cooperation with ONS.

Action 7

Promote learning from experience through systematic evaluations of national and international activities, and through a system of knowledge sharing and ‘best practice’ within the Movement

Expected results

- Improved performance through continuous learning.
- Improved transparency and accountability.

Self-assessment by NS has continued. In 2006, 56 National Societies – approximately a third of the membership – were invited to participate. The results from this exercise are shared with the Federation’s General Assembly.

The Federation has also compiled and analysed information on various networks of NS with a view to work towards a clearer classification and description of active networks to establish a basis for fostering such co-operation and for developing methods to support them.

Where an ICRC managed evaluation or review of assistance has been carried out, Movement partners have been briefed on the main findings.

A Movement wide approach was adopted when developing the 'Restoring Family Links Strategy' for the RC/RC Movement 2008-2018. The Strategy, submitted to the 2007 Council for adoption, is based on best practices, strengths and knowledge of NS tracing services and those of the ICRC, applied to all Movement components.

An ICRC project of special interest and in partnership with a number of NS produced guidelines for NS working in places of detention.

STRATEGIC OBJECTIVE 3

Improving the Movement's image and the components' visibility and relations with Governments and external partners

It is of vital importance for the Movement to co-operate with all key players in order to assist better the vulnerable people who are at the centre of its work, while at the same time strengthening its position and profile in the humanitarian sphere. Its specific role is to safeguard independent humanitarian action and humanitarian values at all times. The ability of the Movement to present a coherent image through its objectives and actions depends first and foremost on smooth internal functioning. Only to the extent that harmony reigns within the Movement itself can a strong Movement image be presented to others.

Action 8

Communicate effectively and powerfully about Red Cross and Red Crescent actions and consistently advocate on humanitarian issues of common concern

Expected results

- § The Movement as a whole and its individual components are perceived as the prime humanitarian force both in terms of actions and of impact on humanitarian policies.
- § A coherent image of the Red Cross and Red Crescent is projected to the public at large, while retaining the separate identities of the components of the Movement for particular audiences.
- § The Movement has clear and coherent common positions on major issues confronting the international community and external partners.
- § The Movement has clear advocacy strategies, including prioritisation of issues.
- § The Movement's priorities are reflected in the current international humanitarian debate.

NS are progressing in terms of advocacy on principles and values among top decision makers through to communities: 75% of NS have advocacy programmes – but with considerable regional variations. All African NS have such programmes, other regions are lagging behind. Of the 63 NS interviewed, 60% view their efforts to strengthen their position and image as a humanitarian organisation as strong; the rest qualify it as average.

The ICRC with many NS implemented the Movement Strategy on Landmines and Explosive Remnants of war, including areas of victim assistance, preventive mine action and promotion

of relevant legal instruments. A number of NS actively raised public awareness about humanitarian concerns related to cluster munitions encouraging their Governments to examine national cluster munitions policies and international regulations.

After extensive consultation with NS experts, the ICRC published a Guide to 'Legal Reviews of New Weapons, Means and Methods of Warfare'. A series of regional workshops was held on the subject.

The 'Exploring Humanitarian Law' teaching module, launched in 2001, was implemented in 69 contexts around the world. It was piloted in classrooms in 50 countries in 2006.

ICRC and the Federation coordinated on all communication issues of joint interest. An example of such cooperation is the communication materials on the emblem, which focuses on the role and importance of all three emblems under the heading 'Three emblems, one Movement serving humanity'. This material was shared with all NS in mid-2007.

In international operations covering conflicts, a communication framework was established to ensure compatible and mutually reinforcing information amongst all components.

Action 9

Analyse the National Societies' role as auxiliary to their governments and the Movement's relations with political and military players. Secure appropriate mechanisms for consultation and coordination in the Movement.

See separate and special reports on this issue prepared for the Council and for the 30th International Conference.

Action 10

Strengthen the components of the Movement's relationship with the private sector.

Expected results

- The Movement will increase its dialogue with the private sector to build awareness of the important role it plays in communities where it has business interests. The components will encourage the private sector to contribute to improving the lives of vulnerable people in these communities.
- Clear ethical criteria for fundraising from and with corporations will assist the Movement in selecting the best private sector partners, in providing guidance on the appropriateness of unsolicited donations and serve to better understand the role and responsibilities of all parties concerned.

The Federation maintained dialogue with corporations at national, regional and international levels designed both to influence the behaviour and to persuade them to support NS or Federation activities. Such dialogues are to remain part of the Secretariats activities in the field of fundraising and public relations. However, the level of cooperation with the private sector is rated low among the 63 NS interviewed; 29 rate it as average, 17 as poor and only 17 as strong.

Through a number of mechanisms, the Federation supports and guides NS in their efforts to obtain funding from international sources. Formal agreements with international actors (see action 6) are also intended to provide the backup NS might need when approaching such donors, by creating a firm framework for eventual co-operation.

With the aim of ensuring business enterprises operating in environments affected by armed conflict become familiar with their rights or obligations under international humanitarian law, ICRC published in 2006 the publication 'Business and International Humanitarian Law'. The primary targets for the publication country and security managers, but it is also a reference tool for financial, insurance and trading companies that indirectly operate in conflict zones through their clients and suppliers.

The ICRC produced a comprehensive 'Study on Operational, Commercial and other Non-operational Issues involving Use of the Emblem' with recommendations on operational, commercial and non-operational use by State authorities, the ICRC, NS and other actors. It also provides recommendations for preventing and stopping misuse of the emblem and compiles best practice for emblem campaigns.

See separate document on the Study on *Operational and Commercial and other Non-operational Issues involving the Use of the Emblems* (CD/07/7.2)

The NS Self assessment report notes that more than one out of five countries need to adopt emblem laws, more than one quarter should ensure enforcement of existing law and in most countries significant measures are expected by NS to raise emblem awareness.

ANNEX

For discussion only: POSSIBLE NEW FORMAT

Council of Delegates 2007**DECISIONS ON
THE STRATEGY FOR THE INTERNATIONAL
RED CROSS AND RED CRESCENT MOVEMENT****1. BACKGROUND**

The 2005 Council of Delegates adopted the updated Strategy for the International Red Cross and Red Crescent Movement reinforcing the ambition of a stronger Movement through enhanced cooperation for effective humanitarian action throughout the world.

The 2007 Council emphasised the continued relevance and importance of the Strategy for the Movement.

The consolidated implementation report by the Standing Commission, the ICRC and the International Federation summarising progress made by all components in implementing the Strategy;

The comprehensive ICRC Study on the Operational, Commercial and other Non-operational Issues involving Use of the Emblem' involving wide consultations with National Societies;

The Joint Statutes Commission report on progress regarding National Societies review of their statutes before the agreed deadline of 2010;

Report by the Standing Commission on the initial work done on improving the efficiency and effectiveness of meetings within the Movement to "*Enhance dialogue and consultations within the Movement through better use of existing fora, and improved co-ordination of the agendas of statutory and other meetings*" as per Action 4 in the Strategy.

2. DECISIONS

2.1. All components of the Movement are asked to analyse how best to improve their individual and collective functioning in response to changing contexts and new challenges;

2.2. All components of the Movement are urged to continue and, if possible, to increase their efforts to implement the 10 Actions in the Movement Strategy and to report on their achievements through the International Federation and, when relevant, through the ICRC to the Standing Commission;

2.3. The International Federation, the ICRC and the Standing Commission are asked to monitor the implementation of the Strategy and to focus on measurable progress made by especially National Societies on the 10 Actions and to submit a consolidated implementation report to the 2009 Council of Delegates along with recommendations as necessary;

2.4. National Societies are urged to examine and update their statutes and other legal texts and to work with the Joint Statutes Commission to ensure they are in accordance with the "Guidance for National Society Statutes" and relevant Conference resolutions;

2.5. National Societies, the ICRC, the International Federation and the Standing Commission involved in organising international meetings within the Movement are requested to take into account the recommendations submitted by the Standing Commission

- To increase efficiency of meetings and to better articulate the continuity and interconnections between different statutory and non-statutory meetings within the Movement and
- To ensure a more broad based involvement of National Societies in the preparations and follow-up of such meetings;

2.6. The incoming Standing Commission is asked to continue further work on Action 4 in the way it finds appropriate and to consult, as it deems useful, National Societies in the process;

2.7. All components of the Movement are asked to make use of the recommendations of the Study when it comes to reinforce and implement rules on the use of the emblems and provide feedback to the ICRC on their experiences regarding the Study;

2.8. ICRC is requested to continue its work on the Study and to taking into account feedback from other components of the Movement and to include in its consultations States. A progress report is requested to the next Council.

3. FOLLOW-UP

3.1. National Societies and other components report on their implementation of these decisions to the body responsible, which shall issue directives and timelines for the reporting:

Decision 2.1 & 2.2.:	The Standing Commission
Decision 2.3.:	International Federation
Decision 2.4.:	Joint Statutes Commission
Decision 2.5.:	The Standing Commission
Decision 2.6.:	The Council 2009
Decision 2.7 & 2.8.:	ICRC