

PROTECTING **HUMAN** DIGNITY



COUNCIL OF DELEGATES
SEOUL, 16-18 NOVEMBER 2005

RESOLUTIONS



ICRC



International Federation
of Red Cross and Red Crescent Societies

Council of Delegates of the International Red Cross and Red Crescent Movement

Seoul, 16-18 November 2005

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Resolution 1

Customary international humanitarian law

The Council of Delegates,

reaffirming the undertaking of all States and parties engaged in armed conflict to respect and ensure respect for international humanitarian law,

recognizing the importance of working toward the universal ratification of treaties on international humanitarian law,

considering the continued importance of customary international humanitarian law in the light of the fact that not all humanitarian treaties have been universally ratified,

noting that treaty law governing non-international armed conflicts is not well developed although these conflicts predominate today,

recalling Resolution 1 of the 26th International Conference of the Red Cross and Red Crescent and the mandate entrusted to the ICRC to prepare a study on customary rules of international humanitarian law applicable in international and non-international armed conflicts,

noting with great appreciation the extensive efforts undertaken by the ICRC to prepare this study in accordance with the above-mentioned mandate,

- 1** *welcomes* the study on customary international humanitarian law published by the ICRC as an important contribution to the protection of war victims;
- 2** *recommends* the study to all components of the Movement as a basis for discussion, where relevant, with national authorities, armed forces, academic circles and parties to an armed conflict;
- 3** *invites* National Societies, to the extent of their capacities, to disseminate the findings of the study as widely as possible.

Resolution 2

Weapons and international humanitarian law

The Council of Delegates,

welcoming the ICRC's report on *Weapons and International Humanitarian Law*,

stressing that the promotion of adequate controls on the development, use and proliferation of weapons is essential to protecting civilians from their indiscriminate use and effects and combatants from unnecessary suffering,

recalling the obligation of States to ensure the legality of their weapons under international law,

deeply concerned about the threats that civilians face during and after conflicts owing to the presence of landmines and explosive remnants of war, as well as the unregulated availability of small arms and light weapons; and acknowledging the obstacles these weapons pose to post-conflict reconstruction and development,

emphasizing the urgent need for an integrated, collaborative and preventive approach to minimizing the risk that advances in the life sciences may be used for hostile purposes,

highlighting the opportunities to advance the Movement's objectives in this field provided by the Review Conferences in 2006 of the Convention on Certain Conventional Weapons, the United Nations Programme of Action on Small Arms and the Biological Weapons Convention,

reaffirming the commitments undertaken in resolutions on weapons adopted by previous meetings of the Council of Delegates and those contained in General Objective 2 of the Agenda for Humanitarian Action adopted by the 28th International Conference of the Red Cross and Red Crescent,

- 1 *calls upon* all components of the Movement to continue and, if possible, step up their efforts to implement the Movement Strategy on Landmines and

Explosive Remnants of War, and in particular to strive to ensure that victims receive the long-term care and assistance they need, to urge mine-affected States party to the Convention on the Prohibition of Anti-Personnel Mines to meet their mine-clearance deadlines and to encourage all States to adhere to the Convention on the Prohibition of Anti-Personnel Mines and the Protocol on Explosive Remnants of War and to make available adequate resources to ensure their full implementation;

- 2 *urges* all components of the Movement to raise awareness of the Third Review Conference of the Convention on Certain Conventional Weapons in late 2006, to encourage all States to participate in the Review Conference, and to use this event to promote adherence to the Convention and the amendment extending its scope of application to non-international armed conflicts and to its five Protocols;
- 3 *encourages* all components of the Movement to promote national measures to address the humanitarian concerns resulting from the use of cluster munitions and other submunitions, in particular by encouraging States to prohibit the use of submunitions against military objectives located in or near civilian areas, to eliminate submunitions that are inaccurate or have high failure rates, and to refrain from transferring inaccurate or unreliable submunitions to others;
- 4 *requests* all components of the Movement to use the Review Conference of the UN Programme of Action on Small Arms in July 2006 as an opportunity to encourage a more comprehensive approach to reducing the human suffering that results from the unregulated availability and misuse of small arms, in particular by encouraging States to make respect for humanitarian law one of the basic criteria on which arms transfer decisions are assessed, to develop common standards regulating international arms transfers and the activities of arms brokers, to promote respect for international humanitarian law and human rights law among arms bearers, to enhance armed-violence prevention efforts and to assist the victims;
- 5 *encourages* all components of the Movement to raise awareness of the need for increased efforts by governments, scientists and industry to ensure that advances in the life sciences are not used for hostile purposes, and to urge governments to work towards a successful outcome of the Sixth Review Conference of the Biological Weapons Convention by solemnly reaffirming the Convention's aims and by agreeing on concrete preventive measures;
- 6 *requests* components of the Movement to encourage States that have not yet done so to establish formal review procedures to determine the legality

of new weapons and means and methods of warfare, and to exchange information about these procedures with other States and with the ICRC, and *notes* the ICRC's development of a *Guide* for this purpose;

- 7 *requests* the ICRC to report to the 2007 Council of Delegates on the progress made in implementing these objectives.

Resolution 3

Promoting respect for diversity and non-discrimination

A contribution to peace and friendship between peoples

The Council of Delegates,

recalling resolution 9 of the 2003 Council of Delegates, “Promoting respect for diversity and fighting discrimination and intolerance,” the pledge made by the International Federation at the 28th International Conference in 2003 regarding non-discrimination and respect for diversity, and the declaration adopted by that International Conference on the theme of “Protecting human dignity”;

emphasizing the desire of the Movement’s components to implement and promote the Movement’s Fundamental Principles effectively and to base their work purely on the desire to prevent and alleviate the suffering of victims and vulnerable people, with no adverse distinction between groups,

concerned by a lack of commitment among some Movement components to apply these principles and in particular by insufficient understanding of the principles’ *raison d’être* and their meaning,

convinced of the importance of the action that the Movement’s components undertake on the basis of their respective mandates and in the areas that correspond to their respective responsibilities and missions, action intended to promote mutual understanding, friendship, cooperation and lasting peace between all peoples,

- 1 *thanks* the ICRC and the International Federation for having undertaken consultations on this question and for preparing the joint report on this important issue;
- 2 *endorses* the report’s general principles and conclusions and requests the components of the Movement to apply them. In particular, the Council of Delegates asks that the Movement’s components:
 - a *be particularly attentive* to discrimination, intolerance, exclusion and dehumanization in the areas connected with their respective mandates and fields of activity;

- b *promote* the short and long-term interests of those receiving humanitarian aid and associate them with decisions that affect them to the greatest degree possible;
 - c *conserve* their specific characteristics and identity when working with other organizations that specialize in the fight against discrimination, as required by their respective mandates and the rules set out in the Movement Statutes (art. 7.5) and the principles contained in the *“Minimum elements to be included in operational agreements between Movement components and their external operational partners”*; ¹
 - d *serve as an example*, in both the humanitarian work they do and the way they do it – avoiding any form of adverse discrimination whatsoever;
- 3 *approves* the General Criteria, Orientations and Guiding Questions annexed and tasks the components of the Movement to refer to them when planning, implementing and evaluating their programmes;
- 4 *asks* the National Societies to continue to keep the International Federation and the ICRC informed regarding best practice and their experiences, so as to enrich the Federation database;
- 5 *calls* on the components of the Movement to take account of the above mentioned Guiding Questions when examining their statutes, to verify that they contain no adverse discriminatory clauses but rather, create a legal framework that will promote respect for diversity and non-discrimination;
- 6 *therefore asks* the ICRC and the International Federation to continue to ensure compliance with the aspects of non-discrimination and respect for diversity when examining the statutes of National Societies in the Joint Commission for National Society Statutes;
- 7 *asks* the International Federation to include non-discrimination and respect for diversity in its “Well-Functioning National Society Self Assessment” questionnaire;
- 8 *encourages* the ICRC, the International Federation and the National Societies to pursue their efforts – in accordance with their respective mandates – to promote and implement programmes, especially through their work to promote the Fundamental Principles and the principles of international

¹ Annex to Resolution 10 of the 2003 Council of Delegates.

humanitarian law, endeavouring to ensure respect for diversity and non-discrimination, and to maintain their own commitment in these important areas.

Annex – Resolution 3

General criteria, orientations and guiding questions

General criteria

The work of the Movement's components could well be guided by the following general criteria:

- The immediate and also long-term interests of the person one is aiming to help must guide the action of the Movement's components.
- Action must be fully in accordance with the Movement's Fundamental Principles.
- Where possible, the people who are to benefit from the action should be involved in the decisions that affect them.
- At international level, activities must be coordinated in accordance with the Statutes and with the Seville Agreement. Where necessary, such activities must be carried out in consultation and cooperation with the ICRC and the International Federation, in accordance with their respective mandates.
- As far as possible, the action of Movement components should be coordinated with that of other organizations so as avoid duplication and gaps in measures for helping victims and vulnerable persons, while maintaining their independence and identity.²
- Exchanges of information between National Societies are encouraged, and constitute opportunities for the National Societies to exchange experiences and share skills.
- Calling in the services of experts can/should be encouraged where this will help to guide the work of the Movement's components in a particular area.

² Art. 7.5 of the Movement Statutes; "The Movement's Policy on Advocacy."

Guidance and guiding questions

Promoting respect for diversity, Fighting discrimination and intolerance

1 Ensuring openness and diversity

within the National Societies of the Red Cross and Red Crescent

Composition

- How much diversity is there in the leadership, staff, volunteers and membership of the National Society?
 - To what extent does the composition of the National Society reflect the diversity of the country's communities (cultural, linguistic, ethnic, religious) and in terms of age, sex, etc.?
 - Are there requirements governing the composition of every National Society (in a charter, for example)? What are its objectives?
 - What measures are planned to fulfil the requirements and achieve the objectives?
-

Recruitment

- Do the statutes of the National Society contain a clause specifying that all citizens of the country can become members or volunteers of the Society, participate in its activities and be elected to positions of responsibility? If so, how is this clause formulated?
 - How have the National Society's recruitment procedures been designed to attract volunteers from all ethnic, cultural, social and religious communities and minorities?
 - Does the National Society have a system for analysing and evaluating recruitment and the promotion of personnel?
 - Is there any imbalance in the National Society's membership in terms of ethnic origin, religion, sex, age or language? How does the National Society deal with imbalances?
 - Have there been any complaints of discrimination about procedures?
-

Training

- Are there any negative perceptions or long-standing prejudices in training programmes regarding the participation of members of minority groups?
- Are there any plans to raise staff awareness regarding respect for cultural diversity? What would be the most appropriate form (training, intercultural approach, role-playing, etc.)?
- What kind of internal training is in place or envisaged to make staff aware of prejudice, understand the processes that underlie it and modify their behaviour accordingly?
- What steps has the National Society undertaken to raise awareness of staff working abroad as to what they should and should not do in order to avoid offending those of other cultures?

2 Looking outward for insight and understanding

Community data collection

- Is there a system for identifying and monitoring emerging forms of discrimination and intolerance in the national or local community in the areas of the National Society's mandate?
 - What methods are used? Who collects the data? Are the data collected at national level or locally? Who analyses the data? How is the information used?
 - What effect does this information have on existing or future programmes?
-

Studies and research

- To what extent is research available that has been conducted by universities or other bodies regarding discrimination?
-

Reviewing operational experience

- To what extent do programmes or activities run by other organizations already meet the main needs of communities that suffer discrimination or intolerance?
 - Are there any lessons to be learned from the experience of implementing the programmes?
-

3 Promoting public dialogue and advocacy

Dialogue

- Are discussions being held with the authorities to ensure that legislative provisions and/or public statements do not contain discriminatory clauses or references that run contrary to basic rights?

Advocacy

- Does your National Society approach the government, local authorities, members of the business community or other appropriate bodies to raise their awareness of discrimination that you have observed, and to discuss with them the measures that should be taken or strengthened to counteract discrimination, intolerance or exclusion?
 - Are operational experience and information acquired always used to support your dialogue with the authorities?
 - What awareness-raising tools and methods are used to promote respect for differences and diversity in local, national and/or international fora or through specific action, in schools for example?
 - What kind of tools (new or otherwise) could be of use?
-

Inter-community dialogue

- What role does your National Society play, where appropriate, in building mutual understanding, dialogue and reconciliation between communities, both post-conflict and at other times?
 - What initiatives appropriate for a component of the Movement could help to bring communities together and ensure that groups are neither marginalized nor excluded?
-

Awareness-raising campaigns

- Does your National Society run information/awareness-raising campaigns on discrimination and intolerance and/or to promote respect for diversity?
-

Communication ● How does your National Society interact appropriately with the media to avoid stigmatization related to intolerance and discrimination towards certain categories or communities, and to promote respect for cultural and social diversity?

Education

- Are the messages used in promoting diversity and fighting discrimination clear and unambiguous?
- Are there any indications as to how these messages are perceived by those for whom they are intended?
- What is the public's perception of the Red Cross and Red Crescent? Is the National Society seen as an example of respect for difference and diversity, and of non-discrimination?
- What efforts are made to maintain dialogue, communication and confidence with all communities, even in difficult periods?
- What measures have been taken to ensure that messages, images, symbols and language will not cause offence to certain communities?
- How does the National Society use such communication tools as websites, publications, press releases, etc. to promote tolerance, non-discrimination and respect for diversity?

4 Strength in preparedness – Being proactive and reactive

Identifying resources and expertise

- Is local, national and international expertise of Movement components identified? And used?
- What practical experience has already been acquired?
- What means are available for facilitating exchanges of experience and expertise between the components of the Movement and within the National Society itself?
- Does the National Society have at its disposal an individual or group with specific knowledge of the issue and capable of taking action to ensure that anti-discriminatory measures are in place?

Allocation of resources

- What resources have been allocated to translate commitments into action in the following areas:
 - evaluation and analysis of situations;
 - advice and assistance;
 - training/education;
 - dissemination/communication;
 - implementation.

Financial resources

- Have potential resources been identified for financing anti-discrimination programmes?
- What resources have already been used? In what framework? For what purpose?

Formulation of programmes and policies

- Are programmes so designed as to reach everyone in need, without discrimination?
 - Do the National Society statutes contain a clause stipulating that the Society offers its services without discrimination? If so, how is this clause formulated? What possible forms of discrimination have been identified?
-

Evaluation

- Does the National Society evaluate the implementation of its programmes? If so, how? If not, why not?
 - Are the activities of the National Societies in this area reported upon to any other body?
-

Partnership

- Do any other organizations engage in work complementary to that of the National Society? Is the work of the National Society complementary to that of other specialized organizations in this area?
 - Are there areas in which it would be possible to work together with other organizations or appropriate bodies while respecting the Fundamental Principles and the Society's image and independence?
 - Are there areas in which it would be possible to cooperate with the ministry of education or other appropriate bodies, e.g. examining school books or curricula with a view to eliminating prejudice (cultural, social, sexist or other)?
-

Beneficiaries

- What steps are taken to ensure that programmes really do benefit the most marginalized, the most vulnerable, the worst affected or those most at risk of discrimination?
 - How are representatives of beneficiaries involved in programme design, implementation and evaluation?
 - Have programmes aimed at specific social/cultural groups had any negative side-effects that could stigmatize them still further, rather than integrate them into the community?
-

Priorities

- Is action to counter the causes and consequences of discrimination and exclusion reactive or proactive? Does such action aim to deal with immediate problems or is it oriented towards long-term effects?
- Is the action undertaken capable of mitigating the effects of dehumanization related to discrimination, by means of listening, empathy and the restoration of confidence? Is this action capable of building up the resilience of individuals or communities?
- To what extent is it possible to use indicators based on international human rights standards (such as denial of access to education or services) in drawing up and evaluating programmes?

5 Learning from experience and developing new initiatives

internally and with other organizations

Types of programme

- Does the National Society run education programmes aimed at raising awareness of discrimination and respect for diversity, and at encouraging knowledge of and respect for differences? Do these programmes give priority to an intercultural approach? Do they focus on various target groups such as schools, the media, universities and the general public?
 - Are such programmes included in other training, such as first aid or youth activities?
 - Do specific National Society programmes (in such areas as health, refugees, migrants, youth and mutual understanding) incorporate the issue of discrimination and promoting respect for diversity?
 - What synergy/cross-pollination exists between these different types of programmes?
 - Is the promotion of the Fundamental Principles and of international humanitarian law well-developed? Has it been strengthened? Is it targeted? What use is made of new ways of presenting these topics?
-

Impact and evaluation

- Have there been any measurable results?
- How does the National Society evaluate the implementation of its programmes with respect to the fight against discrimination?
- Are indicators identified in advance, and in the light of the objectives set?
- How are recommendations resulting from the evaluations taken into account in the next phases of the programmes?

Resolution 4

Work of the Standing Commission of the Red Cross and Red Crescent

The Council of Delegates,

taking note of the report submitted by the Standing Commission of the Red Cross and Red Crescent (Standing Commission) on its work since November 2003,

commending the Standing Commission and its ad hoc working groups for their active involvement of the components of the Movement and participatory approach in the preparation of the substantive issues on the Emblem, the Strategy for the Movement and the Seville Agreement,

appreciating in particular the input sought from National Societies, the ICRC and the International Federation in consultations regarding the mentioned substantive issues as well as in preparing for this session of the Council of Delegates,

- 1 *requests* the Standing Commission to continue to actively promote cooperation and harmony among the components of the Movement through its consultations with them and using all existing Movement fora and to make proposals to enhance such cooperation in areas where it finds it necessary;
- 2 *encourages* the Standing Commission to continue in line with article 18 of the Statutes of the Movement and with established practice to involve personalities from National Societies and representatives of the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (International Federation) and to set up such ad hoc working groups as it deems necessary;
- 3 *invites* the Standing Commission to maintain a Working Group to advise it on timely planning for the 2007 International Conference;
- 4 *reaffirms* Resolution 1 of the 2003 Council of Delegates establishing that the financial implications of paragraphs 1-4 shall be the joint responsibility of the International Federation, the ICRC and the National Societies, on the

basis of 25% from the ICRC, 25% from the International Federation and 50% through voluntary contributions of National Societies;

- 5 *further requests* the Standing Commission to review the modes of financing its work and present its recommendations to the 2007 Council of Delegates.

Resolution 5

Follow-up to Resolution 5 of the Council of Delegates in 2003

Emblem

The Council of Delegates,

taking note of the report submitted by the Standing Commission on developments with regard to the issue of the emblem since Resolution 5 of the Council of Delegates and Resolution 3 of the 28th International Conference held in 2003 in Geneva,

reiterating the commitment of the International Red Cross and Red Crescent Movement to achieve, with the support of the States Parties to the 1949 Geneva Conventions, a comprehensive and lasting solution to the question of the emblem, on the basis of the proposed draft Third Protocol Additional to the Geneva Conventions,

recalling the Fundamental Principles of the Red Cross and Red Crescent, in particular the principle of universality,

recognizing the legal and protective value of the emblems used by components of the International Red Cross and Red Crescent Movement, which, by virtue of their inclusion in the Geneva Conventions and continuous practice for over a century, have become universally recognized symbols of impartial and neutral aid and protection to the victims of war, natural disasters and other catastrophes,

- 1 *notes with appreciation* the continued efforts of the Standing Commission, its Special Representative on the Emblem and its ad hoc Working Group, the ICRC and the International Federation in support of the process to achieve a comprehensive and lasting solution to the question of the emblem,
- 2 *welcomes* the work achieved since the 28th International Conference, in particular by the Government of Switzerland in its capacity as depositary of the Geneva Conventions, resulting in the convening on 5 December 2005 of the Diplomatic Conference necessary for the adoption of the proposed Third Protocol Additional to the Geneva Conventions on the Emblem,

- 3 *urges* National Societies to approach their respective governments in order to underline to them the necessity to settle the question of the emblem at the Diplomatic Conference through the adoption of the proposed draft third additional Protocol;
- 4 *requests* the Standing Commission, the ICRC and the Federation as a matter of urgency to undertake the measures needed to give effect to the third Protocol after its adoption, especially with a view to ensuring the achievement as soon as possible of the Movement's principle of universality;
- 5 *further requests* the Special Representative of the Standing Commission on the Emblem to report on the implementation of this resolution to the 29th International Conference of the Red Cross and Red Crescent.

Resolution 6

Strategy for the International Red Cross and Red Crescent Movement

The Council of Delegates,

recalling Resolution 3 of the 2001 Council of Delegates, which adopted the Strategy for the International Red Cross and Red Crescent Movement with the ambition that the Movement is stronger when working together in reaching out to vulnerable people with effective humanitarian action throughout the world,

recalling further Resolution 7 of the 2003 Council of Delegates requesting the Standing Commission of the Red Cross and Red Crescent (Standing Commission), the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (International Federation) to submit to the 2005 Council of Delegates a consolidated report on the implementation of the Strategy by all components of the Movement and a proposal for updating the Strategy,

taking note with appreciation of the consolidated report by the Standing Commission, the ICRC and the International Federation to the 2005 Council of Delegates, which demonstrates the importance of a common Strategy for the Movement,

appreciating further the continued progress made since 2003 by all components of the Movement in the implementation of the Actions and the efforts by all components to fulfil the three Strategic objectives laid down in the Strategy for the Movement,

bearing in mind the need for ongoing strategic analysis by all the components of the Movement in response to changing contexts and new challenges,

- 1 *adopts* the Update of the Strategy for the International Red Cross and Red Crescent Movement, replacing the text adopted in 2001;
- 2 *calls 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;

- 3 *requests* 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;
- 4 *invites* 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;
- 5 *further recommends* that the Updated Strategy for the Movement be circulated to member States and invited observers of the International Conference of the Red Cross and Red Crescent and presented with the monitoring report to the International Conference in 2007.

Annex – Resolution 6

Update of the Strategy for the International Red Cross and Red Crescent Movement

The International Red Cross and Red Crescent Movement is composed of the **International Committee of the Red Cross (ICRC)**, the **National Societies** and the **International Federation of Red Cross and Red Crescent Societies**.

Together, the above components of the International Red Cross and Red Crescent Movement (the “Movement”) are guided by the same seven Fundamental Principles: humanity, impartiality, neutrality, independence, voluntary service, unity and universality. All Red Cross and Red Crescent activities have one central purpose: to help without discrimination those who suffer and thus contribute to peace in the world.

The **International Committee of the Red Cross** is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement.

The **International Federation of Red Cross and Red Crescent Societies** works on the basis of the Principles of the Red Cross and Red Crescent Movement to inspire, facilitate and promote all humanitarian activities carried out by its member National Societies to improve the situation of the most vulnerable people. Founded in 1919, the Federation directs and coordinates international assistance of the Movement to victims of natural and technological disasters, to refugees and in health emergencies. It acts as the official representative of its member Societies in international fora. It promotes cooperation between National Societies, and works to strengthen their capacity to carry out effective disaster preparedness, health and social programmes.

National Red Cross and Red Crescent Societies (181) form the basic units and constitute the vital force of the International Red Cross and Red Crescent Movement. National Societies act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a

range of services including disaster relief, health and social programmes. During wartime, National Societies assist the affected civilian population and support the army medical services where appropriate.

The contact details for your own country's Red Cross or Red Crescent Society can be found at <http://www.ifrc.org/address/directory.asp>. Those that have their own websites are listed at <http://www.ifrc.org/address/rclinks.asp>.

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The Council of Delegates approved the update of the Strategy at its meeting in Seoul in 2005. This update is made available in the present publication in which the approved text is illustrated with pictures "dream quotes" and graphics.

The seven Fundamental Principles

Proclaimed in Vienna in 1965, the seven Fundamental Principles bond together the National Red Cross and Red Crescent Societies, the International Committee of the Red Cross and the International Federation of the Red Cross and Red Crescent Societies. They guarantee the continuity of the Red Cross and Red Crescent Movement and its humanitarian work.

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 continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time 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 one 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 aim of the Strategy for the Movement (Strategy)

The Movement's ambition is to be stronger together in reaching vulnerable people with effective humanitarian action throughout the world.

It is not the purpose of this Strategy to re-define what the Movement does and for whose benefit. That is already clearly stated in the Movement's mission statement, as contained in the preamble to its Statutes of 1986 and which reads as follows:

to prevent and alleviate human suffering wherever it may be found, to protect life and health and ensure respect for the human being, in particular in times of armed conflict and other emergencies, to work for the prevention of disease and for the promotion of health and social welfare, to encourage voluntary service and a constant readiness to give help by the members of the Movement and a universal sense of solidarity towards all those in need of its protection and assistance.

The mission statement defines what the Movement does through National Societies, the International Federation and the ICRC. It remains entirely valid and is in no way affected by this update of the Strategy.

Every day millions of volunteers worldwide assist people in need. They are guided by their National Societies' strategic plans, which ideally should build on the Federation's Strategy 2010, which sets out their core activities.

The "Federation of the Future" process has described how the International Federation operates. ICRC's strategic planning provides direction.

With the mission and the core activities defined, this Strategy is about *how the components of the Movement can work better together* for the victims of conflicts, natural and technological disasters. It supports and complements existing agreements and strategies, respecting and clarifying the mandates and competencies of the components. Simply put, this Strategy is not about what we do, but about how we can do our work better, and how we do it together as a Movement.

By working better together as a Movement, all components will be able to meet the challenge of increasing vulnerabilities across the world, and scale up their interventions to reach more vulnerable people.

The Strategy is first and foremost for leaders within the Movement – Presidents and Chief Executives of National Societies, the leadership of the International Federation and the ICRC – who come together regularly in the Council of Delegates to discuss and decide on strategic objectives, to monitor and evaluate results and to formulate new objectives for the Movement when appropriate. Rather than being a document set in stone, the Strategy aims at building a dynamic process of strategic thinking within the

Movement. It formulates priority strategic objectives and translates these into expected results and concrete implementation measures.

Finally, the Strategy is also meant to help every Red Cross and Red Crescent volunteer and staff around the world gain a clearer understanding of the nature and of the goals of the Movement to which he or she belongs and to do his or her job more effectively.

Keeping the Strategy Alive

In 2001, when the Strategy for the Movement was first adopted, it aimed to improve the way in which the Components worked together to reach common goals.

This is still the purpose of the Strategy, further strengthened by the four years of experience of its implementation.

The Strategy does not stand alone. It builds on the policies and plans of the ICRC, the International Federation and individual National Societies and on the Movement's "Agenda for Humanitarian Action" adopted at the 28th International Conference of the Red Cross and Red Crescent.

The challenge before us is to ensure that the rich and well-informed discussions that take place at the various Movement events and meetings lead towards a coherent whole. It is with this in mind that the Movement Strategy includes a strong statement to the effect that it should be a standing item on the agenda of each regional conference and similar gathering – whether statutory or not – and that a mechanism is established which helps prepare for and capture the outcome of the discussions at these.

Well managed, such a mechanism for integration of decision-making, gives the Movement the opportunity to tap into the combined wisdom of National Societies, the ICRC and the International Federation and progressively map out a path towards achieving the aim of the Strategy – which is the aim of the Movement.

Are we doing what we said we would? Are we on track to reach our strategic objectives? Monitoring provides an opportunity for the components to share their progress in the implementation of the Strategy. Achieving the Strategic Objectives will strengthen the components individually through strengthening the network that the Movement represents. Review procedures, evaluation and reporting will ensure that the Strategy can promote and further a process of learning.

National Societies, the ICRC and the International Federation provide, as part of existing reporting mechanisms, progress reports on the implementation of the Strategy through the International Federation Secretariat to the Standing Commission for analysis and for submission to and negotiation

at the Council of Delegates. The Standing Commission leads the analysis of these reports, together with the ICRC and the International Federation Secretariat. The report to the Council of Delegates may include individual reactions from National Societies and evaluations of joint tasks undertaken during the previous two years. The report should give a brief update of external trends, opportunities and challenges and also recommendations for adjustments and changes to be made in the Strategy. The Council of Delegates, the highest deliberative body for internal matters within the Movement, decides on and approves the Strategy for the Movement and monitors its implementation.

The external world

One cannot talk about the Movement's future and about a strategy for it without considering current global trends. We live in an exceptional period in the history of mankind. In the relatively short time-span since the Movement came into being, science has made enormous progress, to the good (with advances in medicine and communications) and bad (with weapons of mass destruction). The world's population has grown five-fold, and pollution on the land, in the seas and in the atmosphere adversely affects many people.

The state of today's world is characterized by, among others, the following factors:

The fragility of our planet, its limitations and its vulnerability: defending it against the onslaughts of natural and technological disasters, as well as from the many on-going armed conflicts, is a new and urgent challenge for humanity.

The growing interdependence of phenomena: a major war concerns everyone; nuclear weapons know no borders; there are no empty spaces where people fleeing from poverty or disasters seek safety; global warming affects us all.

Ours is a period of uncertainty and doubt. While some believe that economic liberalism is the path to a better world for all, others think this is just another illusion. Globalization, coupled with population growth, has generated great increases in wealth and well-being, but millions of people remain untouched by its benefits. The failure of past ideologies has encouraged the rise of amoral behaviour and cynicism (self-enrichment, corruption, organized crime) and of extremisms of all kinds.

At the same time, extraordinary progress has been achieved in areas such as public health, agricultural technology, transport and communications. There is greater awareness of human rights and of the responsibility of

political leaders in this area; struggles against racism, for women's rights and for the protection of children have made considerable advances, even though more still needs to be done.

The adoption by governments, at the United Nations, of the Millennium Development Goals (MDGs) reflects the need for greater focus and attention on the situation of the poor. The goals cannot be achieved without the active involvement of communities. By pursuing its own objectives, working on the basis of its own principles and following its own policies, the Components of the Movement contribute to achieving the MDGs.

Both positive and negative phenomena develop at an increasing speed; mankind is engaged in a race against the clock to secure the planetary stability necessary for its survival.

What is the role for the Red Cross and Red Crescent in all this? At the time of Solferino, there was one clearly defined need and a simple proposal to satisfy it: protecting and assisting the wounded on the battlefield. Today's problems are infinitely more complex, far-reaching and manifold, as evidenced by the declaration on 'the power of humanity' pronounced by the 27th International Conference of the Red Cross and Red Crescent:

"In spite of positive changes in recent decades, conflicts still rage in many countries. Attacks on civilian populations and objects are commonplace. Hundreds of thousands of people have been forced to leave their homes. International humanitarian law is often flouted. Highly destructive natural disasters continue to shatter the lives of large numbers of people. New and old diseases cause widespread suffering. Health services and social and economic systems struggle to cope with increasing demands. The weakest around the world continue to suffer most"

Other global phenomena and trends should also be considered as they have their own, more or less direct, bearing on humanitarian endeavours:

- Governments will have less and less control over flows of information, technology, diseases, migrants, arms and financial transactions, whether legal or illegal, across their borders.
- Technological developments and growing economic imbalances will further widen the gap between haves and have-nots, not only materially, but also in terms of knowledge, education and human rights. Poverty will continue to be a major challenge, and many lives will be lost due to re-emerging epidemics (such as malaria and tuberculosis) and infectious diseases including diarrhoea, acute respiratory infections and measles.
- The HIV/AIDS pandemic represents an unprecedented humanitarian and development disaster. It is most severe in Africa, but increasingly serious in other parts of the world, and requires a massive global response.

- Unequal access to health and health services reflect uneven distribution of resources. This inequity is, in itself, morally unacceptable and, at the same time, endangers the welfare of all.
- 'Mega-cities' and other urban centres will continue to grow, straining or even crippling their infrastructures and generating new catastrophes centred around food, water and energy shortages, diseases triggered by unsanitary conditions in overcrowded slums and growing numbers of street children and orphans.
- New types of armed conflicts and belligerents (motivated by social, economic and territorial concerns) will affect many countries and regions. More conflicts will be fought over dwindling natural resources such as water. The proliferation of small arms will act as fertilizer on these conflicts and nurture a spreading culture of violence.
- Trends towards polarization and radicalization are emerging, both at international level and within nation States. The frequency of acts of terror, and the increased efforts of states to combat this phenomenon, adds a new dimension to local, national and regional conflicts, and to the maintenance of security.
- The number of internally displaced people and refugees will continue to grow as a result of conflicts, natural and environmental disasters and economically motivated south-to-north migration. These, as well as the rapidly ageing populations in many countries of the north, will put increasing pressure on health care and social welfare systems.
- Power will continue to shift from governments to other elements of society (the private sector, NGOs), favouring problem solving by markets and citizens. This will create more demand in, and opportunities for, the increasingly competitive voluntary sector and lead to a shift of responsibility in service delivery from paid employees to informal carers.

The humanitarian environment in which the Movement is evolving is also growing increasingly complex. Victims' needs are changing with the changing nature of crises, and the best approaches to satisfying them have to be constantly re-invented. The growth and proliferation of humanitarian agencies, with the resulting competition and confusion, creates problems in both ethical and operational terms. Media coverage distorts the setting of humanitarian priorities. The involvement of political players in the 'humanitarian market' – and especially the action taken by forces mobilized by the United Nations and other organizations in search of new roles – is on the increase. Erosion of human values adversely affects the respect for human dignity; it is consequently becoming more difficult to persuade warring parties and governmental authorities to accept humanitarian action and allow access to the victims. The job of humanitarian workers – volunteers and staff – is becoming ever more dangerous.

In view of these trends, it is more crucial than ever for each individual National Society to be close to the vulnerable people in its own country, aware of their particular needs and ready to assist them. On an on-going basis it should carefully assess those needs not answered by public authorities and other organizations, and define and adjust its priorities accordingly.

The Movement of the Red Cross and Red Crescent is firmly based on principles of humanity, neutrality, impartiality and independence and on international humanitarian law. These determine its overall priorities as well as the conduct of its international relief workers. The Movement aspires to be a global network whose components have complementary roles and mandates, which are mutually respected. The global nature of this network is, paradoxically, both a major strength and a major weakness. On the one hand it gives the Movement unique access to vulnerable people and the ability to respond to needs from bases already existing in a given country or region. On the other hand, the lack of common understanding of the identity of the Movement and of mutual respect among its components, as well as the unequal availability of resources, create disparity and lack of cohesion, and greatly reduce the effectiveness of the whole.

One of the major challenges which the Movement faces is how best to reconcile the diverse domestic priorities and cultural particularities of the National Societies with its ambition to be a global network for humanitarian action that works together effectively as a Movement.

Strategic objectives

The ultimate aim is to optimize the Movement's action to help vulnerable people by working together more effectively as a global network, in a spirit of cooperation, respect and harmony. The strategic objectives also aim to strengthen the Movement's position in the global humanitarian scene.

The updated Strategy maintains the three objectives:

Strategic objective 1

- Strengthening the components of the Movement.

Strategic objective 2

- Improving the Movement's effectiveness and efficiency through increased cooperation and coherence.

Strategic objective 3

- Improving the Movement's image and the components' visibility and relations with governments and external partners.

Under each strategic objective, one or several actions are set out. Each identifies and explains what needs to be done, and by whom, followed by a listing of expected results and of concrete implementation measures.

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 mobilization and evaluation of development and cooperation activities in a given region or country.

Building local capacities, by investing in people and organizational development, is a crucial factor in achieving our humanitarian mission. All components of the Movement are involved in capacity building and organizational development of National Societies.

Capacity building depends on coordinated approaches and agreed frameworks and methodologies. Well-designed and accessible Cooperation Agreement Strategies [CAS], expressing the external dimension of National Societies' development plans provide a mechanism for achieving coherence in this regard.

Capacity building and organizational development is needed for a National Society to be able to handle emergencies. This requires funding and support, independent of disaster response, and significant programming, such as that available from the International Federation's Capacity Building Fund.

All National Societies need to build their own capacities to respond to needs in their respective countries or internationally.

Expected results

- A single, common Movement approach to capacity building and organizational 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, organizational 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 maximize the use of available resources and to work together in a coordinated and effective manner.

Implementation

- *The International Federation Secretariat* leads the development of a Movement approach, common terminology and indicators for capacity building and organizational development.
- *National Societies, the ICRC and the International Federation Secretariat* encourage Movement networks on capacity building and organizational development to form and exchange best practices.
- *National Societies working internationally, the ICRC and the International Federation Secretariat* coordinate their plans and implementation of support for capacity building in National Societies.
- *National Societies* take responsibility to focus their support on capacity building efforts in the core areas of Strategy 2010 and in Cooperation Agreement Strategies.
- *The ICRC, the International Federation and the host National Society*, wherever possible, promote a policy of shared office locations. Other National Societies seek to integrate their representatives into existing structures, avoiding independent field offices.
- *The ICRC and the International Federation Secretariat* explore possibilities of establishing pilot projects for joint delegations in the field.

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 organization, Fundamental Principles, and International Humanitarian Law.

Competent leaders are indispensable in making the Red Cross and Red Crescent function efficiently. It is first and foremost the responsibility of every National Society to provide training in governance and management skills to its leadership at both board and executive levels.

National Society leaders also have the responsibility, supported by the ICRC and the International Federation, to ensure that volunteers and staff, and in particular young people, have the knowledge needed to promote

understanding and respect for the Red Cross and Red Crescent as a universal network, its values and organization.

At Movement level, a systematic approach to leadership training and development has been developed as a support programme for Red Cross and Red Crescent leaders.

Knowledge sharing on governance policy and skills between governing bodies within the Movement must be encouraged and developed, and the use of modern technology such as the Internet should be expanded and supported.

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 organizations 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 organizational 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.

Implementation

- *National Societies* deepen their knowledge of the Fundamental Principles, International Humanitarian Law (IHL) and of the history of the Movement in cooperation with the International Federation and the ICRC and, especially in relation to IHL, academic institutions.
- *National Societies, the ICRC and the International Federation* increase their degree of knowledge of the Seville Agreement and promote common understanding of the Agreement.
- *Each National Society, the ICRC and the International Federation* take action to strengthen the knowledge, understanding and respect for the emblems among their volunteers and staff at all levels.
- *National Societies* provide development programmes for young volunteers and staff to develop into responsible leaders in their societies and in the Movement.

Action 3: Monitor and protect the integrity of the components, and ensure that every component complies with the Fundamental Principles.

One of the main assets of the Movement is the fact that its actions are based on its Fundamental Principles, helping it to provide humanitarian assistance to vulnerable people in an independent, neutral and impartial way. While acting in accordance with these Principles, it must also be accountable to its stakeholders for the efficient use of resources put at its disposal.

Failure by any component of the Movement to maintain its integrity and credibility has negative consequences for the whole. Every component therefore has a formal obligation to carry out its activities in conformity with the Fundamental Principles of the Red Cross and Red Crescent and by following generally agreed rules of good governance and effective management.

As the institution entrusted with the task of recognizing National Societies as new members of the Movement, the ICRC is responsible for ensuring that the conditions for such recognition are respected at all times. The International Federation Secretariat and the ICRC are cooperating closely in supporting National Societies in the promotion and practical application of the Fundamental Principles.

The International Federation's Constitution calls upon the Federation to be the guardian of the National Societies' integrity and the protector of their interests. The policy on Integrity adopted at the International Federation's General Assembly in 2005 reinforced and developed this role.

Good Statutes, based on established guidelines, are a very important part of the legal base of a National Society, alongside instruments such as the laws and decrees of recognition. They define its legal status, structure, tasks and mode of functioning. They also spell out its obligation to adhere to, and apply in its daily work, 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.

Implementation

- *The International Federation*, in close 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, in consultation with the International Federation Secretariat*, develops standards for permanent compliance with the conditions for recognition of National Societies.
- *All components of the Movement* address integrity issues proactively and organize their structures, procedures and operating methods with a view to strengthen their integrity, and produce and publish audited accounts on an annual basis.
- *All National Societies* 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” and relevant Resolutions of the International Conference (Resolution 6 of the 22nd International Conference, Tehran 1973, and Resolution 20 of the 24th International Conference, Manila, 1981).
- *The components of the Movement* 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 Council of Delegates (“Minimum Elements to be Included in Operational Agreements Between Movement Components and their Operational Partners”).
- *The International Federation Secretariat and the ICRC* present a report on the on-going process of review of National Society Statutes to every Council of Delegates. When appropriate, they report to the Council of Delegates and initiate debate on major issues and trends relating to the respect of the Fundamental Principles shown by the components of the Movement.

Strategic Objective 2:

Improving the Movement’s effectiveness and efficiency through increased cooperation 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 cooperation among the components has to be improved, capitalizing on their complementarities. Effective coordination 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: Enhance dialogue and consultations within the Movement through better use of existing fora, and improved coordination of the agendas of statutory and other meetings.

The Movement has numerous fora for discussion and debate, foremost among them the Council of Delegates and the International Conference. Commitment to implementation and systematic follow-up of decisions help maintain the Movement's unity of purpose. Regional meetings are important for both the Federation and the ICRC to take part. Coordination of the agendas of the different fora should be improved, and there should be more consultations in-between meetings. In order to have an effect, decisions at the level of the Movement have to be integrated in policies and plans of the individual components.

Expected results

- Consistency between outcomes of meetings.
- The components of the Movement have an increased sense of unity of purpose.

Implementation

- *Every new meeting* reviews what progress has been made with regard to decisions taken by the previous one of the same statutory nature.
- *The International Federation* organizes consultations with the ICRC and the Standing Commission in the preparatory phase of its statutory regional conferences and sub-regional meetings.
- *Organizing committees for regional conferences* ensure that they include on their agendas and take into account Movement matters and the decisions taken at the Council of Delegates and the International Conference. Likewise informal meetings of National Societies ensure a Movement perspective in their discussions.
- *The Council of Delegates* reviews the entire construct of Movement fora and makes recommendations on reducing unnecessary complexities and improving effectiveness.

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.

The Red Cross and Red Crescent, based on its ability to mobilize large numbers of people in all parts of the world should influence decisions made by others, particularly when these decisions affect humanitarian action.

To be able to exercise that influence, the Movement needs to monitor and analyse external trends and draw upon research carried out by others.

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.

Implementation

- *The components of the Movement* will meet periodically at all levels and exchange and analyse information on external trends and their potential impact on on-going activities.
- *The ICRC and the International Federation Secretariat* establish a section on their websites where data and web links on external trends are collected and made available. National Societies will provide links to their sources of information and analysis of common interest.

Action 6: Improve and coordinate the Movement's response to emergencies

Efficiency in reaching the victims in emergency situations, including health emergencies, is of crucial importance. There is a continuous need to look for ways to improve the conduct of emergency response operations. Over the past few years, the ICRC and the International Federation Secretariat have made progress in making their management systems and relief mechanisms more compatible and all National Societies participating in international emergency operations should join them.

National Societies participating in international emergency operations will carry out their contributions in accordance with the needs of the affected people, priorities and plans of the host National Society and abiding by the Movement cooperation and coordination mechanisms. All National Societies have priorities, roles and mandates in their own countries, which also apply in an emergency situation. The host Society's priorities are a

cornerstone for support and partnership by other components of the Movement.

Consultative processes are key to smoothly running operations and to allocating responsibilities and tasks between the Red Cross and Red Crescent partners in the transition period and to facilitate coordination with other national and global agencies. Components of the Movement involved in an emergency situation should initiate such processes.

The recommendations of the Ad Hoc Group on the Conduct of International Relief Operations, as adopted by the Council of Delegates (Resolution 2, CoD 2001) remain a useful reference for further work.

Expected results

- Through its coordinated work in emergency situations, including health emergencies, the components of the Movement reach more vulnerable people.
- A harmonized 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.

Implementation

- *The ICRC, the International Federation and the host National Society* establish, in advance, adequate coordination mechanisms taking into account the Seville Agreement, in the form of a common Movement framework working at strategic, operational and technical levels, that apply to all Red Cross and Red Crescent activities in a given situation.
- *All components of the Movement* carry out their activities within the framework of Movement coordination established in this manner, contributing to the overall humanitarian objectives of the Movement.
- *The components of the Movement*, in their operational planning, give priority to maximizing the impact of collective action and to building the capacity of the host National Society.
- *The ICRC and the International Federation* ensure that contributions to a given operation are visible and valued in accordance with their usefulness in meeting the needs of the victims and vulnerable people.
- *The International Federation Secretariat and the ICRC* continue to develop relations with other humanitarian actors with a view to establishing frameworks of cooperation within which National Societies may operate.

- *The ICRC and the International Federation Secretariat* promote increased joint use by components of the Movement of existing tools, such as the Disaster Management Information System (DMIS), Emergency Response Units (ERUs), FACT, and others, including those appropriate to health emergencies. They will encourage joint training in their use and facilitate contributions from all components to the continued development of such common tools for disaster management and quality control within the Movement.
- *The International Federation Secretariat and the ICRC*, in consultation with the National Societies, continue the implementation of the recommendations of the Ad Hoc Group on the conduct of International Relief Operations.
- *The ICRC and the International Federation Secretariat* continue to make their management systems for international emergency operations compatible with one another. National Societies seek to develop their management systems for international relief operations in a direction, which facilitates linkages with those of ICRC and the International Federation Secretariat.

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.

In a rapidly changing world, where the humanitarian agenda is becoming ever more demanding, improved performance and accountability are essential for institutional credibility. Systematic use of the National Society Self-Assessment tool and of evaluations provide data, which can help the components of the Movement determine whether policies and strategies are producing the expected results and can promote a culture of learning where 'best practices' are shared among the components and incorporated into the formulation of new directions.

Expected results

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

Implementation

- *All components of the Movement* make the results of major evaluations and examples of best practice available to each other and, when relevant, to the public.
- *The International Federation* compiles data on National Society activities annually on the basis of their self-assessment and reports biannually on this to its General Assembly.

- *National Societies* take responsibility for their own learning. They initiate reviews of their own performance and measure this against recognised standards with a view to improve transparency and accountability.
- *The Federation Secretariat* and the ICRC continue to support and foster the growth of formal and informal networks of National Societies to exchange knowledge and best practices.

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 cooperate 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.

The public at large perceives the Red Cross and Red Crescent as one humanitarian network. This perception generates massive moral and financial support. However, there is a gap between the perception of the Red Cross and Red Crescent as one network on the one hand, and the reality of a complex Red Cross and Red Crescent Movement structure on the other. The Movement seeks to project a consistent image and have a clear voice in national and international media.

While advocacy on humanitarian matters is often pursued through bilateral presentations and dialogue with governments and other concerned partners, there are opportunities for presentations in a public forum or conference setting, which necessitate a public stand. Resolution 6 of the 1999 Council of Delegates encourages Movement components to pursue advocacy initiatives aimed at creating awareness of the conditions of victims of armed conflict and disasters and vulnerable people, as well as promoting international humanitarian law.

It is important that National Societies, as well as the ICRC and the International Federation, build the capacity required to strengthen the Movement's visibility and image and add value to their work through strong relationships with external actors.

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 prioritization of issues.
- The Movement's priorities are reflected in the current international humanitarian debate.

Implementation

- *The Council of Delegates* identifies key Movement messages and advocacy issues. The International Federation and the ICRC will support National Societies in their communications relating to issues agreed by the Council of Delegates.
- *National Societies* build on the positions and messages of the Movement in their opinion work with the general public, civil society organizations, partners and with their respective governments.
- *Each Council of Delegates* reviews the implementation of the advocacy strategies previously agreed.
- At the sub-regional, regional and international level, *National Societies* share experience in terms of best practice in communications using networks of National Societies, centres of competence or other mechanisms, and with the active support of the International Federation and the ICRC.
- *National Societies, the ICRC and the International Federation* commit themselves to have an interlinked and visually consistent presence on the web, thereby reflecting the Movement's ambition of being a single, efficient humanitarian force based on a global network.

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.

The nature of the relationship between states and National Societies is unique and offers many benefits to both parties. The National Societies' role as auxiliary to the public authorities is based on international humanitarian law (e.g. Geneva Convention I 1949, Article 26) and the Statutes of the Movement (e.g. Articles 3(1) and 4(3)). It has also been recognized by the

United Nations General Assembly, for example in resolution 49/2 of 1994. The auxiliary role gives National Societies a special status: they are, at the same time, private institutions and public service organizations. The principle of independence stipulates that National Societies must always maintain sufficient autonomy so as to be able to act at all times in keeping with the Fundamental Principles. Moreover, the Movement's Statutes indicate that National Societies, while retaining independence of action, should give priority to cooperation with other components of the Movement. Thus there must be an appropriate balance between the need for close relations between a state and its National Society on the one hand, and the need to maintain the independence of the National Society on the other.

The Study specifically stresses that when cooperating with governments, the military or other partners, Movement components promote effective assistance to and protection of victims of conflict and vulnerable people, and respect for the Fundamental Principles. The components of the Movement will always safeguard their independence from activities of a political and/or military nature.

There is a trend towards integrating humanitarian action into a wider political and military framework, well beyond the traditional political and military fields. It is essential for the Movement to retain its identity as an independent, neutral and impartial humanitarian force. In situations where there is an international military mission, the components of the Movement need to clearly delineate their humanitarian activities from those carried out by the military and to explain their *modus operandi* to the latter. This is also important in situations not characterized by armed conflict, where the role of National Societies as auxiliaries has become more prominent in recent years.

These points are consistently underlined in relevant presentations to international organizations and governments, which are becoming more aware of the importance of respect for the auxiliary role.

Expected results

- The Movement preserves its status as an independent, neutral and impartial humanitarian network. Its components coordinate their activities to the extent possible with other key players on the scene, without compromising the Fundamental Principles.
- Components of the Movement, states, and other actors have a clear and shared understanding of the National Society auxiliary role, its advantages and restrictions, in the light of changing needs and of the evolving roles of other service providers.
- The emblems are understood and respected both in conflict and non-conflict situations by all players and parts of society.

Implementation

- *The International Federation Secretariat in cooperation with the ICRC* will present the results of consultations with National Societies and states on the Characteristics of a well-balanced Relationship between National Societies and states to the International Conference in 2007 including an agreed description of the auxiliary role, for adoption. As a part of this process, the ICRC in cooperation with the International Federation will present the result of a consultation with States on the document on National Societies as auxiliaries to the public authorities in the humanitarian field in situations of armed conflict and internal strife.
- *The ICRC*, in close consultation with the International Federation Secretariat and National Societies, formulates common positions of the Movement on issues concerning relations with political and military players.
- *The ICRC*, in consultation with the International Federation Secretariat and National Societies, provides guidelines for cooperation with political and military players. The ICRC will facilitate the use and implementation of the guidelines, and develop a communication plan for explaining the Movement's position to external partners.
- *The International Federation and the ICRC* will articulate the auxiliary role in appropriate presentations to government and international organizations at the international level, to promote a consistent respect for National Societies when they act in emergency and other humanitarian situations.
- *National Societies* promote and explain the characteristics of a balanced relationship between states and National Societies to their governments.
- *The ICRC*, supported by the International Federation Secretariat and in consultation with National Societies, reviews the adequacy of existing rules and regulations concerning the emblems.

Action 10: Strengthen the components of the Movement's relationship with the private sector.

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.

Expected results

- A common and harmonized approach to private sector relationships is reinforced, safeguarding the integrity of the components of the Movement and ensuring respect for the emblems.
- The private sector contributes to humanitarian action and helps the components of the Movement to improve their capacity to deliver services.
- The private sector is aware of and understands the social and humanitarian implications of their activities and takes responsibility for these.

Implementation

- *National Societies, the International Federation Secretariat and the ICRC* engage in a dialogue with targeted corporations to increase their awareness of the humanitarian impact of their business operations.
- *National Societies, the International Federation Secretariat and the ICRC* actively use the Guidelines for Corporate Sector Partnerships adopted by the Council of Delegates in 2005.
- *The International Federation Secretariat* provides guidance to National Societies about how to apply for funding from international sources.
- *The ICRC*, in consultation with the International Federation Secretariat and National Societies, initiates a comprehensive study of operational and commercial issues involving the use of the emblems.

Implementation

By developing a common strategy, the components of the Movement of the Red Cross and Red Crescent have opened a path towards greater unity and cooperation. Sharing, participating and harmonizing are key words to make this strategy happen.

The implementation of shared strategic planning will take the form of a process, which includes several steps.

- 1 At the Council of Delegates the components of the Movement decide on strategic objectives and on the actions to be taken in order to proceed towards the objectives.
- 2 Every Council of Delegates reviews the results achieved and adjusts the actions and/or objectives.
- 3 Revisiting and formulating the strategic approach every two years gives the Movement flexibility to develop its strategic directions taking into account new demands and needs in the world.

This updated Strategy consists of three strategic objectives and 10 actions. Each action includes expected results and implementation

measures. When implementing the Strategy, some of the expected results can be reached through incorporation into yearly plans of the components and ensuring that these plans are implemented. Some actions might be implemented within the framework of a Cooperation Agreement Strategy or through joint projects, in which several components participate. National Societies, the International Federation Secretariat and the ICRC are individually responsible for integrating the directions given in this strategy into their respective strategies, plans and training programmes at national, regional and international level.

Sharing the costs

Implementing this Strategy is about sharing with other components, about participating in common tasks and joint policies, and about adjusting methods and tools to obtain compatibility with the other components of the Movement.

Several of the 10 actions are already part of approved budgets of the components of the Movement. The costs of other actions have to be carefully calculated and integrated in the budgets of the components over the coming years.

Timeframe

This updated Strategy for the Movement was adopted by the Council of Delegates in 2005. The governing bodies of each National Society, the International Federation and the ICRC will examine it with a view to implementing the responsibilities entrusted to them and will make further suggestions for its implementation and continued review. Based on a report submitted by the Standing Commission, the Strategy will be reviewed as necessary by the next Council of Delegates.

Resolution 7

Guidance document on relations between the components of the Movement and military bodies

The Council of Delegates,

recalling Action 15 of the 2001 Strategy for the International Red Cross and Red Crescent Movement on the Movement's relations with key players in the political and military sphere and the need to establish and maintain appropriate mechanisms for consultation and coordination,

recognizing the continuing work of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (International Federation) and National Red Cross and Red Crescent Societies to identify a clearer and more comprehensive understanding of the status of National Societies as auxiliaries to the public authorities in the humanitarian field, in relation to Action 14 of the 2001 Strategy for the Movement and Resolution 6 of the 2003 Council of Delegates, always respecting the Fundamental Principles,

considering that all components of the Movement frequently interact with military bodies in times of armed conflict or internal strife, in the course of natural and/or technological disasters, as well as in non-emergency peacetime situations,

considering also the need to have common guidance that provides general direction to all components of the Movement on the interaction between the components of the Movement and military bodies, both in national and in international contexts,

expressing its appreciation for the initiative of a number of National Societies, the ICRC and the International Federation in working on this subject and preparing the annexed guidance document on relations between the components of the Red Cross and Red Crescent Movement and military bodies,

- 1** *adopts* the annexed guidance document on relations between the components of the Movement and military bodies;

- 2 *requests* the components of the Movement to use the annexed guidance document on relations between the components of the Movement and military bodies in their internal reflections as a basis prior to taking decisions on their interaction with military bodies;
- 3 *further requests* all components of the Movement to use the document as well in their discussions with external interlocutors regarding their interaction with military bodies;
- 4 *invites* the components of the Movement to consult governments and military bodies in a continuing dialogue on the basis of the annexed guidance document;
- 5 *further invites* the components of the Movement to share among each other the substance and results of their dialogue and decisions regarding interaction with military bodies, so that the outcome of such consultations is taken into due account in the report to the 2007 International Conference on the National Societies as auxiliaries to the public authorities in the humanitarian field and, consequently;
- 6 *invites* the International Federation of Red Cross and Red Crescent Societies to take into account the experience and dialogue between components of the Movement and the public authorities or military bodies, in the ongoing study regarding the role of National Societies as auxiliaries to the public authorities in the humanitarian field that is presently being conducted by the International Federation in consultation with the ICRC and National Societies.

Annex – Resolution 7

Relations between the components of the Movement and military bodies¹

Part I: Introduction

1 Strategy for the Movement

The present document constitutes a follow-up to Action 15 of the 2001 Strategy for the International Red Cross and Red Crescent Movement, adopted in Resolution 3 of the 2001 Council of Delegates. It responds to the Strategy's statement that, *"when establishing cooperative relationships with governments or the military, the Movement's components should make sure that they promote effective assistance and protection of victims of conflict and vulnerable people, and that they respect the Fundamental Principles"* of the Red Cross and Red Crescent.

*"Particularly in contexts where there is a trend towards integrating humanitarian action into a wider political and military framework, it is essential for the Movement to retain its identity as an independent, neutral and impartial humanitarian force. In situations where there are military operations, the components of the Movement need to clearly delineate their humanitarian activities from those carried out by military bodies and to explain their modus operandi to the latter"*²

This document provides guidance aimed at enabling the Movement to preserve its identity and to coordinate its activities as far as possible with other entities, without compromising respect for the Fundamental Principles.

2 The Red Cross and Red Crescent Movement

National Red Cross and Red Crescent Societies, the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies are components of the International Red Cross and Red Crescent Movement. The humanitarian mission of the Movement is to prevent and alleviate human suffering wherever it is found, by means of independent, neutral and impartial humanitarian action.

¹ The present document relates to all bodies and groups carrying out military tasks and operations.

² Action 15 of the Strategy for the International Red Cross and Red Crescent Movement – The implementation of this action does not affect the obligations of National Societies working as auxiliaries to the medical services of the armed forces, in accordance with Article 26 of the First Geneva Convention (see Part III.1).

The mandates of the Movement's three components are specified in its Statutes.³ When fulfilling their mission and on the basis of their mandates, all components frequently interact with military bodies. In order to facilitate this interaction, the components generally maintain a dialogue with them. The components may establish and maintain cooperative relationships in order to carry out their mission.

3 Purpose and scope

The purpose of the present document is to provide general guidance on the relationship between the components of the Movement and military bodies, both in the national and international contexts. This relationship can arise in all kinds of situations: non-emergency peacetime, armed conflict, internal strife or other violence, and natural and/or technological disasters. Although a number of examples of interaction between the Movement and the military are explored below, these are not exhaustive. This document should be taken into account in all decisions by the Movement's components concerning their relations with military bodies. Its aim is to safeguard the independence, neutrality and impartiality of their humanitarian work.

4 General framework

In their relationships with military bodies, the Movement's components ensure that they promote effective assistance for and protection of the victims of conflict and vulnerable people, and that they respect the Fundamental Principles, in particular those of humanity, impartiality, neutrality and independence.

Relations between the Movement's components and military bodies must be conducted in particular within the following framework:

- the Fundamental Principles of the International Red Cross and Red Crescent Movement
- international humanitarian law (IHL), especially the four Geneva Conventions of 1949 and their Additional Protocols
- the Statutes of the International Red Cross and Red Crescent Movement
- the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- the Principles and Rules for Red Cross and Red Crescent Disaster Relief
- the Seville Agreement⁴ and other mechanisms in force for coordination within the Movement

³ Statutes of the International Red Cross and Red Crescent Movement, in particular Articles 3 to 7.

⁴ Agreement on the Organization of the International Activities of the Components of the International Red Cross and Red Crescent Movement, Council of Delegates Resolution 6, Seville, 1997.

- other relevant resolutions and regulations adopted by the International Conference of the Red Cross and Red Crescent and the Council of Delegates, in particular on armed escorts⁵ and the use of the emblems.⁶

Part II: Guiding principles

Principles guiding interaction between the components of the Movement and military bodies

In carrying out their mission, it is recognized that the components of the Movement often interact with military bodies. They do so on the basis of their mandates in areas relevant to their respective recognized roles and expertise. The guiding principles for such interaction are the following:

- while maintaining a dialogue with armed forces at all levels, the components of the Movement preserve their independence of decision-making and action, in order to ensure adequate access to all people in need of humanitarian assistance⁷
- when establishing and maintaining relationships with military bodies, the components of the Movement ensure that such relationships seek to enhance effective assistance to and protection of the victims of armed conflict and vulnerable people
- all components of the Movement ensure that their decisions are taken with due consideration for potential consequences for other components and the positioning of the whole Movement
- all components of the Movement ensure that they act and are perceived as acting in accordance with the Fundamental Principles, in particular independence, neutrality and impartiality
- each component favours a clear distinction between the respective roles of military bodies and humanitarian actors, paying particular attention to perceptions locally and within the wider public
- in their relations with military bodies, the components of the Movement ensure that their activities do not amount to a contribution to the military effort and are not perceived as such

⁵ Resolution 9, Council of Delegates, Geneva, 1995.

⁶ Resolution 5, Council of Delegates, Budapest, 1991.

⁷ It is recognized that National Society personnel, when acting as auxiliaries to the military medical services, are subject to military command (see Article 26 of the First Geneva Convention: "The staff of National Red Cross Societies and that of other Voluntary Aid Societies, duly recognized and authorized by their Governments, who may be employed on the same duties as the personnel named in Article 24, are placed on the same footing as the personnel in the said Article, provided that the staff of such societies are subject to military laws and regulations. Each High Contracting Party shall notify to the other, either in time of peace or at the commencement of or during hostilities, but in any case before actually employing them, the names of the societies which it has authorized, under its responsibility, to render assistance to the regular medical service of its armed forces.").

- the more military bodies are perceived as party to an armed conflict, the more the components of the Movement weigh the intensified need for interaction with those bodies against the consequences of such relations on their observance of the Fundamental Principles
- the Movement's components always take care that their relationship with military bodies does not negatively affect the safety and security of beneficiaries and humanitarian personnel.

Part III: Specific considerations

1 Relations between the Movement's components and military bodies on the latter's national territory

Dialogue

National Societies generally maintain a dialogue with the military bodies in their respective countries. They exchange views and information on areas of possible interaction, including working methods and scope of activities, with a view to establishing mutual understanding of roles and mandates and mutual trust and respect. When other components of the Movement have contact with these military bodies on the territory covered by these National Societies, they must keep them informed of any activities planned or conducted.

Components of the Movement may establish formal agreements or other arrangements with military bodies concerning issues such as dissemination, disaster-preparedness and response, health, social welfare services, first-aid training, and tracing.

Activities

On the basis of their mandates, the components of the Movement often interact with military bodies. Appropriate interaction includes:

- disseminating knowledge of IHL (including provisions on the emblems), the Fundamental Principles, and the mandates and activities of the components of the Movement
- helping military bodies to implement IHL
- ICRC work in accordance with its specific mandate and role
- working with military bodies in disaster-preparedness and -response, in accordance with the policies and framework set out at the national level
- health and social welfare services, as well as first-aid training
- tracing services, restoring family links and ascertaining the fate of missing persons.

National Societies as auxiliaries to the medical services of the armed forces

According to Article 26 of the First Geneva Convention, a National Society may assist its national armed forces medical services during an armed conflict.⁸ The National Society personnel then operate under the authority of the armed forces, while strictly adhering to the Fundamental Principles. In this auxiliary capacity, the main role of National Societies is to carry out medical activities on behalf of wounded and sick military personnel.

2 Relations between the Movement's components and the military deployed outside the latter's national territory

Dialogue with military bodies

When components of the Movement engage in a dialogue with military bodies at the international level, they inform and consult other components of the Movement for whom such dialogue can have operational implications.

International activities of the Movement's components

All Movement components involved in international activities must safeguard the neutrality and independence of their work and clearly distinguish themselves from military bodies at all times. Movement coordination agreements and mechanisms must always be observed. National Societies working internationally (other than in the situation described by Article 26 of the First Geneva Convention) in the same theatre of operations as their national military forces take special care that they are not, and are not perceived to be, part of that military operation. This is particularly important if the armed forces in question are, or are perceived as being, party to the armed conflict.

Military bodies involved in missions outside their national territory

As a matter of principle, special attention should be given to avoiding a situation in which a National Society is concurrently operating, within in the same country, as part of its national armed forces and as part of a humanitarian operation carried out collectively by the Movement.

In international armed conflicts or internationally mandated missions, a National Society may accompany the armed forces of its country abroad in its capacity as an auxiliary to the medical services of the armed forces. In such cases it should come to an agreement with the authorities of its country on the scope and manner of its involvement. National Societies who feel it is not their task to become involved in such operations, or who base their

⁸ The decision of the National Society is based on the Guiding Principles as set out above.

decision on whether to participate on certain criteria, inform their authorities of their position well in advance in order to enable the relevant military bodies to adequately plan possible operations of this type.

Where there is a trend towards integrating humanitarian action into a wider political and military framework, components of the Movement promote and safeguard a clear distinction between their humanitarian work and the military/political actions of others.

When one of the parties to an international armed conflict occupies part or all of the territory of another party to an armed conflict, the National Society of the occupying country must follow the policies and coordination mechanisms of the Movement, except in situations where it is acting under Article 26 of the First Geneva Convention.

Where military bodies are involved in disaster-response abroad and the National Society is asked to assist them in this, it makes its decision in accordance with the general framework and guiding principles set out above.

3 Information-sharing with military bodies

When relevant, components of the Movement share with military bodies with whom they are in contact information on the situation in humanitarian terms, provided that this does not threaten the neutrality and independence of their humanitarian action.

4 Participation in training and exercises

Components of the Movement may participate in military training and exercises. When they do so, the purpose is to raise awareness among military bodies of the mandate(s) and activities of the Movement's components,⁹ the Fundamental Principles and the protective role of the emblems, and to promote IHL. Whenever more than one component of the Movement is engaged in an exercise, they keep each other informed and duly coordinate their activities. Participation in exercises may also serve to promote mutual understanding between components of the Movement and military bodies.

5 Use of the emblems

Components of the Movement must promote correct use of the emblems by all, including military bodies, and make widely known the provisions of IHL regarding legitimate use.

6 Use of military logistical assets by components of the Movement

In contexts affected by armed conflict or strife or other violence, the use of military assets can have a negative impact on the way the whole Movement

⁹ In particular the role of National Societies in disaster-preparedness and disaster-response.

is perceived and on the independence of its decision-making. In other situations, such use may be in greater accordance with the Fundamental Principles. Even then, however, it may create precedents of cooperation that might be difficult to change subsequently.

In all cases, due consideration needs to be given to the setting of precedents, the need to preserve neutral and independent humanitarian action and the need to consult other components of the Movement.¹⁰

The use of military assets by a component of the Movement – particularly in countries affected by armed conflict and/or strife or other violence – should be a last resort: it can be justified only by the serious and urgent need for life-saving humanitarian action and when there is no alternative means of taking that action. Such a serious decision must be taken by the senior leadership of the organization concerned. Any use of military assets should be prompted by needs rather than by availability.

7 Use of escorts and armed protection

Components of the Movement may not resort to armed protection. Exceptions can be considered only in cases defined by Resolution 9 of the 1995 Council of Delegates.¹¹

¹⁰ The ICRC often provides contextualized guidance on such matters.

¹¹ The criteria are set out in the Report on the Use of Armed Protection for Humanitarian Assistance, adopted by the Council of Delegates (1995, Resolution 9). The Council of Delegates endorsed “the guiding principles laid down in Section III of the report and particularly the minimal criteria laid down for the exceptional use of armed protection of humanitarian convoys”.

Resolution 8

Implementation of the Seville Agreement

The Council of Delegates,

recalling Resolution 8 of its 2003 session,

taking note of the report by the Standing Commission on the work carried out by its Ad Hoc Working Group on the Seville Agreement,

acknowledging that the Seville Agreement has been an essential tool to organize the international activities of the components of the Movement and that there have been a number of successes in its implementation since its adoption in 1997,

noting however that the Seville Agreement is still not sufficiently understood, accepted and applied by staff, volunteers and governing bodies within components of the Movement, and that some National Societies had expressed concerns that the Agreement does not adequately address some areas of operational cooperation,

recognizing that the external environment in which many crises occur is more complex than in the past, and that the internal environment within the Movement and its components has changed since the adoption of the Agreement in 1997,

accepting and welcoming the emergence of new and different models of cooperation and collaboration among components of the Movement,

reaffirming that National Societies within their own countries are autonomous national organizations acting independently in conformity with their own statutes and national legislation in pursuance of the mission of the Movement and in accordance with the Fundamental Principles,

reaffirming the need for the Seville Agreement as a catalyst for building a collaborative spirit and as a valid tool for organizing the international activities of the components of the Movement,

- 1 *adopts* the Supplementary Measures to Enhance the Implementation of the Seville Agreement;
- 2 *calls upon* all components of the Movement to apply the Supplementary Measures in the same manner they are called upon to implement the Agreement itself;
- 3 *urges* all components to strengthen their knowledge of the Seville Agreement, of its Supplementary Measures and of cooperation and coordination mechanisms through increased and joint training at all levels;
- 4 *further calls upon* the ICRC, the International Federation and the National Societies to address preparedness and contingency planning in all contexts;
- 5 *requests* the Standing Commission, the ICRC and the International Federation to act in accordance with their respective mandates under Article 10 of the Seville Agreement, and to monitor the progress of the Group mentioned in paragraph six, through regular contact with its Chairperson;
- 6 *decides* to establish a Group ("the Group") comprised of the four elected vice presidents of the International Federation and a member of the Governing Board representing the Middle East and North Africa region, plus two representatives each of the ICRC and the International Federation Secretariat, to monitor the implementation of the Seville Agreement and the Supplementary Measures (by establishing a monitoring and reporting framework) and to address all cooperation and coordination issues in the Movement;
- 7 *requests* the Group to:
 - a *elect* its Chairperson from among its members and reach its conclusions and recommendations by consensus,
 - b *ensure* that mechanisms exist at regional level (taking advantage of existing fora) to hear the views and concerns of all interested National Societies,
 - c *draw conclusions* and *make recommendations* as appropriate, and report these to the Council of Delegates in 2007.

Annex – Resolution 8

Supplementary measures to enhance the implementation of the Seville Agreement

This document aims at improving the implementation and understanding of the Seville Agreement. It addresses parts of the Seville Agreement that may not be sufficiently explicit and may thus give room to various interpretations. It aims to guide users of the Seville Agreement in areas where there is a need for improvement: roles and responsibilities and understanding the Lead Agency concept, coordination, problem solving and enhancing knowledge about the Agreement. It supplements the Seville Agreement without modifying its conditions of application and contents.

1 Roles and responsibilities – Host National Society and the Lead Agency

- 1.1** The International Red Cross and Red Crescent Movement must have an efficient and effective coordination system for international activities to manage the resources required to deliver services to affected people and populations and to coordinate with the wider humanitarian assistance systems.¹ To achieve this, the Seville Agreement defines the Lead Agency concept as ‘an organizational tool for managing international operational activities’. It is allocated to one Movement component at a time (SA 4.3).²
- 1.2** The Host National Society maintains at all times its role and mandate according to the Statutes of the Movement. The Seville Agreement focuses only on the organization of the international activities of the other components of the Movement. In this context, a National Society in its own country will continue to act according to its mandate in all situations. In respect of the Movement’s international operational activities, it may also assume the role of Lead Agency in some situations and when not, it always is the “primary partner” of the Lead Agency.

¹ Humanitarian systems outside the Red Cross and Red Crescent Movement: UN and national or international Non-Governmental Organizations.

² SA always used as an abbreviation of “Seville Agreement”.

- 1.3** Since the Agreement states that the Lead Agency function is applicable ‘primarily in emergency situations where rapid, coherent and effective relief is required in response to the large-scale needs of the victims’ (SA 4.4), it implies that the function is *a temporary response to a particular set of circumstances*. In any given country, the coexistence of the mandated activities of the Host National Society and the supportive international activities of other Movement components leads to a complex Movement operating environment, which necessitates the coordination provided by a Lead Agency, which can be the Host National Society, the ICRC or the International Federation (SA 5.3).
- 1.4** Movement coordination under a Lead Agency has been functional only when a satisfactory working relationship has been developed between the Host National Society, the ICRC and/or the International Federation. All other components involved in an international operation should support an increased level of involvement and responsibility of the Host National Society in the direction and coordination of the operation.
- 1.5** The Lead Agency function is an organizational tool for managing a temporary response to a particular set of circumstances and co-exists with the mandated activities of the Host National Society that it carries at all times.
- 1.6** In any international relief operation where the Host National Society is not the Lead Agency, it will be the primary partner of the institution assuming that responsibility.
- 1.7** As a primary partner of the Lead Agency, the Host National Society is consulted on all aspects of the Movement’s response within the scope of Article 1.1 of the Seville Agreement. Consultation between the Lead Agency and the Host National Society should take place through established coordination mechanisms that cover the following elements:
- a Analysis of the political, socio-economic and humanitarian environment.
 - b Assessment and identification of humanitarian needs.
 - c Definition of general objectives of the international relief operation, determining priorities.
 - d Establishment and maintenance of a framework for managing security for all Movement components.
 - e Establishment of an operational strategy for a Movement response, that is aligned to the general objectives and takes into account available resources.
 - f Development of the plan of action relating to priorities of the Movement response.
 - g Description of mechanisms for problem solving.

- h Management of relationships with the authorities as far as the international relief operation is concerned and
- i Definition of entry and exit strategies for programmes and activities of various components, including arrangements during transition.

1.8 Article 5.3 of the Seville Agreement clearly defines the assignment of the Lead Agency role. This expedites a rapid and coherent organization of the Movement's response in favour of victims in situations requiring a Lead Agency as determined by Article 5.1.

1.9 The framework for a Host National Society assuming the Lead Agency role is set out in Article 6.2 of the Seville Agreement. Within this framework, the operational capacity required to meet victims' needs and the capacities and capabilities of the Host National Society are taken into account.

1.10 Elements that facilitate assessment of a National Society's capacities and capabilities in relation to coordination of an international relief operation within its own territory are:

- a *Organizational and management structure of the Host National Society:*
The National Society should conform to the standards established for a 'Well-Functioning National Society'³ and regularly carry out the process of National Society Self Assessment.
- b *Capacities for managing the Movement's international relief operation:*
 - Acceptance by and access to all key actors in the given situation.
 - National Society coverage of the national territory.
 - Operational management, and logistics systems capacities.
 - Capacity to manage security systems for National Societies working internationally.
 - Functioning working relations within and outside the Movement.

1.11 When there is a Lead Agency other than the Host National Society, the operational strategy for the Movement response will be developed in ongoing and compulsory close consultation and cooperation with the Host National Society. Other Movement components operational in the context play a supporting role and are consulted.

1.12 Relief operations in conflict environments are managed differently from peacetime relief operations. Due consideration needs to be given to the fact that in situations of armed conflict, internal strife and their direct results (5.1 and 5.2 of SA) there are *two* institutions (the Host National Society and the ICRC) with an *explicit mandate* to meet the needs of the people affected.

3 Characteristics of a Well-Functioning National Society, International Federation, May 1994.

Other components of the Movement support and reinforce the national or multi-lateral response capacities.

- 1.13** The Lead Agency coordinating an international relief operation in a conflict environment needs the following additional capacities and abilities:
- a Maintaining relationships and contacts with state and non-state actors that have an influence on the conflict where the relief operation is conducted.
 - b Managing and maintaining a security framework for all Movement components that are operational within a coordinated Movement approach.
 - c Ensuring respect for the rules in force relating to the use of the red cross and red crescent emblems for protective purposes.
 - d Formulating, in consultation with the National Societies concerned, public statements on the progress of the relief operation.
 - e Assuming ultimate responsibility for the international relief operation in relation to state and non-state parties to the conflict.
- 1.14** These state and non-state actors may have interests in different populations and geographical areas. The Lead Agency should always seek to persuade and assure parties to the conflict that Movement assistance provided is based entirely on humanitarian needs, which is possible only when all parties to a conflict accept the Lead Agency as an impartial, neutral and independent humanitarian actor.
- 1.15** The organization of international relief operations in peacetime is guided by the Seville Agreement and by the Principles and Rules for Red Cross and Red Crescent Disaster Relief. In situations where the Seville Agreement foresees the Federation to act as the Lead Agency, the Federation is encouraged to conclude agreements with the Host National Society of the most disaster prone countries (either by a pre-disaster agreement or an *ad hoc* agreement) and, based on pre-disaster assessed or announced capacity and contingency mapping/planning, to define the respective roles and responsibilities, which may also include National Societies from other countries and the ICRC.

2 Coordination

- 2.1** The institution exercising the role of Lead Agency must have the capabilities and competencies required to carry out the 'general direction and coordination of the international operational activities'⁴ that the Seville Agreement

⁴ Seville Agreement Part I, Article 4, B), 4.3.

envisages. Management and coordination systems for a Movement humanitarian response have to encompass the national working environment, international aid flows and international relations.

- 2.2** The main focus of the Lead Agency is on direction and coordination, with the requirement to establish 'appropriate mechanisms for consultation' (SA 4.5) with other Movement components. Other components of the Movement have to accept and abide by rules and procedures thus established. In order to promote a coherent framework for Movement coordination, mechanisms developed must involve *all* Movement partners operational in a country (the Host National Society, the ICRC, the International Federation and National Societies working internationally).
- 2.3** Coordination mechanisms will be established and take the form of regular meetings, chaired by the Lead Agency, between the various components of the Movement that are operational in a country (the Host National Society, the ICRC, the Federation and National Societies working internationally).
- 2.4** Such meetings must provide the necessary framework for strategic decision-making and for coordination of operational activities; they might be held at various levels (senior management and implementation levels) depending on the complexity of the operation.
- 2.5** All decisions taken at such meetings must be rapidly recorded and communicated to all the partners involved for implementation, which will be monitored by the coordination mechanisms.⁵
- 2.6** It is recommended that Movement coordination mechanisms be established in all circumstances where various components of the Movement are present and contribute to operations in a given country. This means that such coordination mechanisms apply also in 'normal' and 'non-emergency' situations to ensure effectiveness and results within Movement cooperation. This would facilitate cooperation and dialogue at the 'entry' and 'exit' points of the Lead Agency role (transition) and help clarify longer-term coordination of the international activities of Movement components.
- 2.7** Procedures for engagement of other Movement components are to be established by the Lead Agency in cooperation with the Host National Society, based on the following sequence of steps:

⁵ Practical examples include the coordination mechanisms developed for Russia in 2000, the Balkans operation in 1999, the Macedonia operation in 2000, the Sudan operation in 2004 and the Tsunami operation in 2005.

- a Expressions of interest for participation based on the operational plan and priorities communicated to potential partners.
 - b Determination of partners' motivation and interest in participating.
 - c Interests of the Host National Society: proximity, existing partnerships, potential for long-term engagement.
 - d Specific proposals by potential partners, special skills and resources available.
 - e Decision by the Lead Agency in cooperation with the Host National Society and in consultation with the prospective partners.
 - f MoU or similar agreement(s) defining aims and objectives, roles and responsibilities, resources (human and financial), monitoring and reporting arrangements along with problem-solving mechanisms.
- 2.8** The Lead Agency needs to have a system to identify and disseminate best practices about coordination and procedures of engagement.
Equally relevant for purposes of coordination are the following sections, 3 through 5 respectively.

3 Memoranda of Understanding (MoU)

- 3.1** Memoranda of Understanding (MoU) regarding respective roles and responsibilities at country level need to be established whenever there are various components working in a given country, in order to promote coherent working practice and understanding of the roles and responsibilities already elaborated in the Statutes of the Movement and the Seville Agreement.
- 3.2** Experience in recent operations⁶ demonstrates the tremendous value of pre-agreed MoUs between the Host National Society, the ICRC and the Federation. The process of negotiating such MoUs presents an opportunity to develop stronger working relationships between the parties, stronger working knowledge of each other's capacities, systems and tools. MoUs can be seen as preparedness measures that anticipate the changed roles and responsibilities applied in emergency situations.
- 3.3** The Host National Society, the ICRC and the Federation will jointly ensure that this tool is elaborated in a process of adequate consultation and that other National Societies concerned participate and sign.

⁶ Sudan 2004, Nepal 2004, Sri Lanka 2004, Indonesia 2004

- 3.4 Such MoU will contain respective roles and responsibilities for functional cooperation in 'normal circumstances' and for situations where there is a need for an international relief operation in line with the Seville Agreement.
- 3.5 MoUs and CAS (Cooperation Agreement Strategies) processes should ideally complement each other with the objective of ensuring more effective cooperation and coordination at all times.

4 Neighbouring National Societies and National Societies working internationally

- 4.1 The Statutes of the Movement foresee the following role for National Societies working internationally: '... each within the limits of its resources, give assistance for victims of armed conflicts, as provided in the Geneva Conventions, and for 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 ICRC or the Federation' (Movement Statutes, Article 3.3).
- 4.2 In the planning of any Movement operation, all components, such as neighbouring National Societies, other Societies working internationally and the ICRC/Federation (as the case may be) should be given the opportunity to participate in the operation, in the spirit of the preamble of the Seville Agreement. All components must support the objectives and priorities set by the Lead Agency (in full consultation with the Host National Society as its "primary partner" if it is not the Lead Agency). Furthermore, all components participating have the obligation to fully engage in and support the coordination mechanisms established.
- 4.3 The situation of mutual responsibilities between neighbouring National Societies within regional frameworks needs to be addressed recognizing that there are normal and logical relationships because of culture and language and other common denominators on this specific level.
- 4.4 Regional networks can play a vital role in support of Movement operations. The International Federation is called upon to coordinate cooperation between National Societies in various regions and to facilitate sub-regional pre-agreements as a preparedness measure in case of emergencies in peacetime requiring international assistance. The ICRC may also be party to such agreements.

- 4.5** The National Societies working in accordance with the Seville Agreement could provide a permanent forum for coordination and planning in their bordering regions for improved preparedness for any emergency. Plans of mutual assistance and specific protocols for response and recovery should be established taking due account of the Seville Agreement as well as of the Principles and Rules for Red Cross and Red Crescent Disaster Relief and specifying the main actors responsible for coordination. Regional capacities should focus on monitoring humanitarian needs and provide early warning systems for possible interventions required. Regional cooperation processes should be supported by other components.
- 4.6** According to the Seville Agreement, all international resources for an emergency operation channelled in whatever way, and regardless through which institution, are to be considered part of the overall coordinated approach of the Movement. In the interest of effectiveness and coherence, National Societies must avoid unilateral and uncoordinated bilateral action.
- 4.7** Wherever regional networks of National Societies exist, possibly with pre-negotiated cooperation agreements, they should be called upon to perform activities in support of the objectives and priorities set for a Movement operation.

5 Transition

- 5.1** Transition of responsibilities for management of resources linked to the Movement response must be based on an analysis and monitoring of developments in the context. Such an analysis must be done and discussed in the regular coordination meetings between all parties involved – the Host National Society, the ICRC and/or the Federation and National Societies working internationally.
- 5.2** During transition, moving from a crisis situation through recovery and rehabilitation towards a situation of normalcy, established coordination mechanisms and agreements between components involved during the operation shall, as a rule, be maintained.
- 5.3** The Lead Agency in consultation with the Host National Society (if it is not the Lead Agency) is responsible for negotiations on any modifications or changes to established mechanisms and agreements.

- 5.4** Entry and exit strategies for programmes and other activities of Movement components in the context are to be defined in consultation between the Lead Agency and the Host National Society.
- 5.5** The decision to terminate the Lead Agency function will be made by the incumbent Lead Agency, in consultation with the Host National Society (if it is not the Lead Agency) and with the other components operationally involved in the context.
- 5.6** The transition process from a Lead Agency in charge to the Host National Society taking over the role should be formalized in a Memorandum of Understanding for Development Cooperation (MoUDC) as a framework for capacity building support.

6 Problem solving

- 6.1** The overall plan established for the operation by the Lead Agency in consultation with the Host National Society (if it is not the Lead Agency) should include problem-solving mechanisms.
- 6.2** Problems regarding the implementation of the Seville Agreement should be clearly identified in the field and addressed there with the institution(s) or individuals concerned.
- 6.3** The various institutions of the Movement working in the field should ensure that their personnel in charge on the ground have as far as possible the competency and the mandate to take decisions to resolve problems arising in the country of operation.
- 6.4** The institution assuming the role of Lead Agency in the country of operation is responsible for ensuring that the issues are concretely defined and put across, with proposals for resolving them in the field. Such efforts are to be clearly documented in writing.
- 6.5** Problems arising in the field, which failed to be resolved there, in spite of being adequately addressed by clearly documented efforts, will be brought to the respective headquarters of the concerned Movement components working internationally.
- 6.6** The senior managers in charge of operations in the institutions working in the field will examine the case on the basis of the documentation and

information provided, and will take the necessary decision. Such decisions will be communicated to the country of operation for implementation.

- 6.7** Article 10 of the Seville Agreement provides for monitoring of implementation of the Seville Agreement and for arbitration mechanisms to address differences that cannot be otherwise resolved. The provisions on monitoring and reporting on the implementation of the Agreement need to be used more effectively and in a more systematic manner to enable regular and rigorous reviews, as well as early corrective action in case of difficulties encountered.
- 6.8** Repeated failures of compliance with the Seville Agreement by any component of the Movement in carrying out its agreed role and responsibilities having consequences on the coherence, image and reputation of the action of the Red Cross and Red Crescent in the field will be initially addressed as outlined above. Pending on the circumstances, such cases may be considered as cases where integrity is at issue.

7 Enhancing knowledge of the Agreement

- 7.1** Training is an essential element in building a spirit of cooperation and better understanding of policies and rules. To increase the role of the Seville Agreement as the catalyst for a collaborative spirit (see the Preamble of the Agreement), training should reach the widest possible group of people at all levels in all components of the Movement and not only those that are/could be involved in relief operations
- 7.2** Training needs to focus on accountability within each component with due respect for the rules and on the particular duty of governance to monitor management's compliance with obligations resulting from the Agreement.
- 7.3** The ICRC and the International Federation, with the involvement of National Societies, will establish standard training modules which differentiate between a basic training programme accessible for all staff and volunteers and a training programme about operational management for those likely to be directly involved in the coordination of international activities. Such training modules will adequately address the specificity of working in situations of conflict and internal disturbances.
- 7.4** National Societies, the ICRC and the International Federation will organize joint training sessions for their staff and volunteers concerned at implementation, management and governance levels of their respective institutions.

- 7.5** Such training sessions should, whenever possible, be conducted jointly and on a regular basis in order to ensure that new governance, personnel and volunteers have adequate knowledge of the Agreement.
- 7.6** The International Federation and the ICRC will offer assistance to National Societies in organizing such training sessions, involving participants from all the different components of the Movement.
- 7.7** The relevance of the Seville Agreement should be confirmed in policies, rules and regulations within the Movement.

Resolution 9

National Red Cross and Red Crescent Societies as auxiliaries to the public authorities in the humanitarian field

The Council of Delegates,

stressing the importance of the National Societies' role as auxiliaries to the public authorities in the humanitarian field, which is based on international humanitarian law,¹ the Fundamental Principles,² the Statutes³ and other rules of the Movement and on the national legislation of each State, and which is recognized by the United Nations,⁴

considering the changing needs in the humanitarian, health and social fields and the evolving role of States and National Societies in responding to these needs,

recalling the repeated commitments made by the States and all the components of the Movement to strengthen their relationship and partnerships, while reaffirming the responsibility of States to respect the adherence of the Movement's components to the Fundamental Principles in order to provide impartial, neutral and independent protection and assistance for all those most in need,

recalling Resolution 6 of the 2003 Council of Delegates and Resolution 1 of the 28th International Conference, which welcomed the study carried out by the International Federation of Red Cross and Red Crescent Societies (International Federation) on "National Societies as auxiliaries to the public authorities in the humanitarian field" and invited the International Federation, in cooperation with the International Committee of the Red Cross (ICRC), to press ahead with its work on this subject, including through further consultation with National Societies, States and international organizations,

¹ In particular Chapter IV of the Convention for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field, Geneva, 12 August 1949.

² In particular the principle of independence.

³ In particular Article 4.3 of the Movement's Statutes.

⁴ General Assembly resolution 49/2, adopted in 1994.

- 1 *welcomes* the report produced by the International Federation in consultation with the ICRC as a follow-up to Resolution 6 of the 2003 Council of Delegates on “National Societies as auxiliaries to the public authorities in the humanitarian field”, and the study prepared by the ICRC, in consultation with the International Federation and National Societies, on the specific issue of National Societies as auxiliaries to the public authorities in the humanitarian field in situations of armed conflict;
- 2 *invites* the International Federation in consultation with the ICRC to continue its discussions with National Societies on the working definition as outlined in the background document CD 2005 12/1.
- 3 *invites* National Societies to initiate discussions with their governments on the basis of the “Characteristics of a balanced relationship” proposed in 2003, complemented by the working definition, the above-mentioned report of the International Federation and the study of the ICRC, with a view to strengthening government understanding of the value of the National Societies’ auxiliary role and the importance of a balanced relationship;
- 4 *requests* the International Federation and the ICRC to continue emphasizing the relevance of the auxiliary role in their work with the international community, including at the United Nations;
- 5 *invites* National Societies to share the result of their discussion with governments with the International Federation and the ICRC;
- 6 *requests* the International Federation, in consultation with the ICRC and National Societies, to inform the 2007 Council of Delegates and the International Conference following it on the progress made and to submit the conclusions of its work, including any necessary recommendations to guide States and the Movement’s components on the role of National Societies as auxiliaries to the public authorities in the humanitarian field.

Resolution 10

Movement policy for Corporate Sector Partnerships

The Council of Delegates,

recalling Action 17 of the Strategy for the International Red Cross and Red Crescent Movement, adopted by means of Resolution 3 of the 2001 Council of Delegates,

acknowledging that partnerships with the private sector can help protect and improve the lives of vulnerable people, build awareness of the Movement's role, and influence corporate behaviour with respect to social issues,

recalling Article 23 of the Regulations on the use of the emblem of the Red Cross or the Red Crescent by the National Societies, adopted by the 1991 Council of Delegates, which requires that a corporate partner in no way be engaged in activities running counter to the Movement's objectives and principles,

considering that partnerships with the private sector may impact the Movement's operations and reputation as a neutral and independent humanitarian actor, in particular in situations of armed conflict,

recognizing that a common and harmonized approach to private sector relationships is essential to safeguarding the integrity of the Movement's components and ensuring respect for the emblems,

taking note of the existing decisions on resource mobilization and global income generation, as well as the recommendations and suggestions made by National Societies in the course of extensive testing of the draft Policy and consultations, including that carried out at the 2003 Council of Delegates,

- 1 *adopts* the “International Red Cross and Red Crescent Movement Policy for Corporate Sector Partnerships”¹ whose substantive provisions are included in the Annex to this Resolution;
- 2 *calls upon* all components of the Movement to comply with this Policy when entering into relationships with companies in which the component grants the company the use of its name, emblem/logo or image;
- 3 *recognizes* that the Policy provides a set of minimum requirements for corporate partnerships which the Movement’s components may supplement with more restrictive policy decisions;
- 4 *calls upon* the Movement’s components not to enter into partnerships with companies engaged in activities that run counter to the Movement’s objectives as defined by the Policy’s “guiding criteria” and to encourage partnerships with companies meeting the “desirable profile”;
- 5 *decides* that all components of the Movement will assess potential corporate partners using the screening process defined in the Policy;
- 6 *decides* that every corporate partnership will be agreed in writing, as defined in the Policy.

¹ The full text of the Policy is located on FedNet, under: Working Together / ERC / Relationship Development / Corporate Relations / Corporate Policy. The full text includes practical tools for the Policy’s implementation, which may further guide those establishing corporate partnerships on behalf of their organization. The substantive provisions contained in the Annex to this Resolution highlight the essential policy elements of the full document.

Annex – Resolution 10

Substantive provisions of the International Red Cross and Red Crescent Movement policy for corporate sector partnerships

1 Purpose and scope

- 1.1 The Policy for Corporate Sector Partnerships ('Policy') aims to establish a framework for partnerships between companies and components of the International Red Cross and Red Crescent Movement as herein defined:

- 1.1.1 The term 'partnership' encompasses all relationships between a Movement component and a company, in which the Movement component grants the company the possibility of using its name, emblem/logo or image in its communication and promotional materials, thereby potentially creating a public association of image between the company and the Movement component.² 'Public association of image' refers to any connection in the mind of the public between the two organizations. Examples of partnerships include:

Sponsorships: Relationships in which a company gives financial support to a component of the Movement for a specific event, programme or project and in return expects public association of image. These are considered to be short-term, event-specific relationships.

Cause-Related Marketing: Relationships in which a company agrees to donate a specific amount of sales revenue (or an equivalent thereof) from a product, service, or brand, to a component of the Movement in return for the public association of its image with that of the Movement. These relationships are often highly advertised "joint promotions," in which the company persuades the public to buy a product, service, or brand using the Movement component's name and logo.

Strategic Alliance: Relationships formed between a company and a component of the Movement that are focused on jointly addressing a goal of common interest (e.g., resolving a specific social problem) and involve the public association of image. These relationships are often multifaceted, long-term, and pool the complementary strengths of two organizations.

- 2 The Policy does not apply to financial or in-kind donations or to commercial arrangements with suppliers and service providers that do not entail a communication or promotional dimension which might potentially create a public association of image. In these relationships, while there may be recognition of the company's support, there must be no "public association" with the Red Cross or Red Crescent name, image and Emblem/logo.

- 1.1.2 The term 'company' encompasses state-owned enterprises as well as private firms and their foundations. The term 'corporate' refers to 'company'.
- 1.1.3 The 'International Red Cross and Red Crescent Movement' (the Movement) is comprised of the International Committee of the Red Cross, all National Red Cross and Red Crescent Societies and the International Federation Secretariat.
- 1.2 The Policy applies to partnerships with the corporate sector within individual countries (at local and national levels) and globally.
- 1.3 The Movement establishes partnerships with companies to encourage their contribution towards protecting and improving the lives of vulnerable people in the countries where they have business interests, and building awareness of the Movement's role in these countries. These partnerships also provide an opportunity for the Movement to influence corporate behaviour with respect to social issues through dialogue.
- 1.4 The Policy determines criteria for selecting corporate partners ("selection criteria"), proposes an assessment process to screen companies against these criteria ("screening process") and defines terms for corporate partnerships ("partnership contracts"). The Policy is intended to maximize the Movement's opportunities for working with the corporate sector whilst ensuring the protection of its values, reputation and integrity.

2 Statutory framework

- 2.1 The Policy is derived from the Mission and Fundamental Principles of the Movement, from the Mandates of its components and from the Regulations and Laws governing the use of the Emblem.

Humanitarian Dialogue

- 2.2 The Statutory Framework encourages partners to enter into relationships within the spirit of open dialogue on humanitarian issues. It also requires the Movement components to include a direct or indirect advocacy component in all partnerships.
- 2.3 Components of the Movement should encourage companies to behave in a more socially responsible manner. This is particularly important in the case of companies working to improve their image and relationship with civil

society. Where appropriate, the partnership can include assistance and support to the company on the development and implementation of its corporate social responsibility strategy.

Laws and Regulations on Emblem Use

- 2.4** The Red Cross and Red Crescent Emblems are protected under international law (1949 Geneva Conventions and 1977 Additional Protocols) and national law, and are first and foremost an internationally recognized symbol of protection during armed conflicts. Each Movement component is responsible for preserving the Emblem's unique protective function.
- 2.5** The 1991 Regulations on the Use of the Emblem,³ adopted both by the Movement and all States party to the 1949 Geneva Conventions, outline the conditions governing the use of the Emblem by National Societies and their members.
- 2.6** In no circumstances can the protective and indicative use of the Emblem be compromised and all agreements with companies must comply with these regulations.

3 Selection Criteria

- 3.1** The Selection Criteria apply to the company with which the Movement component enters into partnership. The Selection Criteria apply to a parent company of a corporate partner only if it has a significant ownership stake or voting power in the corporate partner. The Selection Criteria apply to a subsidiary of the corporate partner only if the corporate partner has a significant ownership stake or voting power in the subsidiary.
- 3.2** Potential partners are assessed against both guiding and desirable criteria:

3.3 Guiding Criteria

The criteria guiding the components of the Movement in deciding to establish a partnership with a company are as follows: The corporate partner must in no way be engaged knowingly or deliberately in activities running

3 The Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies (here referred to as 'Regulations on the Use of the Emblem') were adopted by the 20th Red Cross and Red Crescent International Conference (1965) and revised by the Council of Delegates (1991). In this document, we refer to the revised version from 1991, which was also submitted to and approved by all the States party to the Geneva Conventions and agreed to by the ICRC and the Federation at the 1993 Council of Delegates (Resolution 8).

counter to (i) the Movement's objectives and Fundamental Principles, (ii) principles of international humanitarian law⁴ and (iii) internationally recognized standards as embodied in the Universal Declaration of Human Rights of 1948, the Declaration on Fundamental Principles and Rights at Work of 1998, the Convention on the Elimination of all Forms of Racial Discrimination of 1965 and the Convention on the Elimination of Discrimination against Women of 1979.

In situations of armed conflict, the components of the Movement shall avoid entering into a corporate partnership that undermines the ability of the Movement to operate, which may be the case if one party to the conflict considers the corporate partner's activities as partial and controversial.

Consistent with the Movement's objectives and principles, no component of the Movement shall establish a corporate partnership with a company, a material part of whose business involves the manufacture or sale of arms and ammunition. Other activities that may infringe the Movement's objectives and principles include cases where a company:

- 3.3.1 Has as its core business⁵ the direct manufacture or sale of products publicly recognized as deleterious to health.
- 3.3.2 Through its business practices, materially contributes to armed conflicts or natural disasters.
- 3.3.3 Does not respect materially the local or national laws and regulations of the countries where it operates.
- 3.3.4 Has major public controversies in the country where the partnership takes place that would undermine the reputation, image or Emblems of the Movement.⁶

3.4 Desirable Profile

All components of the Movement will encourage partnerships with companies:

- 3.4.1 Which respect the Movement's humanitarian values and commit to a programme of action to support its work.
- 3.4.2 Which are leaders in exhibiting corporate social responsibility through policy and practice.

⁴ **International humanitarian law** (IHL) applies primarily in situations of armed conflict. It refers principally to the four 1949 Geneva Conventions and the two 1977 Additional Protocols. While it must be respected primarily by combatants (State and non-State bearers of weapons involved in the conduct of hostilities), IHL also applies to private companies in cases where they are directly involved in hostilities, for instance, through the hiring of military personnel. To learn more on whether a potential corporate partner has violated IHL, refer to: www.preventconflict.org/portal/economics/portalhome.php

⁵ There are varying definitions of **core business**. KLD Research has defined it as 15% of annual revenues for retailers. Michael Jantzi Research Associates Inc. has defined it as 5% of annual revenues from sales.

⁶ **Article 23 (d) of The Regulations on the Use of the Emblem** states that "the company concerned must in no way be engaged in activities running counter to the Movement's objectives and Principles or which might be regarded by the public as controversial."

- 3.4.3 Who would respond positively to input from the Movement component aimed at improving their business practices in a way that promotes social responsibility.
- 3.4.4 Whose products and services relate to the Movement component's mission or activity; and who would be the best possible partner in helping the component to achieve the aims, increase its reach and enhance awareness of its work.
- 3.4.5 Which are committed to volunteer action.
- 3.4.6 Which promote the education, health and social welfare of their employees to an extent that goes beyond what the law requires.
- 3.4.7 Which promote responsible production and use of their products and services and adhere to the principles of sustainable development⁷.
- 3.4.8 Which have a positive image, good reputation and a track record of good ethical behaviour.

4 Screening process

- 4.1 All components of the Movement screen potential corporate partners against the criteria defined in Section 3. All Movement components positively welcome constructive criticism on their partnerships and being screened in a similar manner by any potential corporate partner.
- 4.2 The potential corporate partner is the point of contact for obtaining information for screening, including information pertaining to relevant parent and subsidiary companies required to meet the Guiding Criteria, as per section 3.
- 4.3 The decision as to whether a company fulfils the requirements of this Policy is made on the best available information collected from credible sources during the research and takes into account the time period to which data relates.
- 4.4 Although an organization's past will be considered as part of this review, its recent performance is most significant. Past performance can be mitigated by more recent commitment to positive change. The component should take account of action by the organization to resolve problems, together with opportunities for the component to assist with this.
- 4.5 All components of the Movement will continue to monitor the results of the screening and reserve the right to reassess any relationship in the light of new or previously unseen information, as set out in the Partnership Contract.

⁷ **Sustainable Development** is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (World Commission on Environment and Development, 1987).

Screening procedure

- 4.6** Components will apply the following procedure to all potential partnerships:
- 4.6.1** As far as possible through shared data systems, find out whether any other Movement component has previously screened the company. Depending on the detail and how recently this information was obtained, further screening may still be required.
- 4.6.2** Gather information from external sources and from the company itself.⁸
 - a Obtain the company's annual report and accounts.
 - b Consult a minimum of three independent, credible sources, which should include a general search engine, reputable international and local media, and credible and relevant NGOs.
 - c Invite the company to submit any information they wish to give relating to the selection criteria and their corporate social responsibility agenda.
- 4.6.3** It is recommended that Movement components also seek the advice of professional, independent, specialized rating agencies, advised by the Federation and the ICRC.
- 4.6.4** For *multinational partnerships*⁹ the Movement component researching the partnership must inform any other potential stakeholders within the Movement at this stage.
- 4.6.5** In cases where a Movement component wishes to establish a partnership that involves joint-activities or visibility in a *country affected by armed conflict or internal strife*, the partnership must be discussed with the ICRC's head of delegation in that country prior to agreement, to ensure compliance with Guiding Criteria.
- 4.7** If the screening process reveals that the potential partner does not meet the criteria in 3.3, the Movement component will not pursue the partnership.
- 4.8** All Movement components will have a clear decision-making process to determine whether to develop a partnership, based on the results of the screening process. It is recommended that a final decision be taken by a senior manager where concerns or controversy remain.

⁸ In cases where a company is not comfortable sharing information about itself, a system of "good faith" can be used. In this case, a company will not be required to reveal its information but will be requested to state that it fulfils the Guiding Criteria and that it will continue to meet them throughout the terms of the agreement, as per 5.3.4. Alternatively, signing a confidentiality agreement (See Sample Document VI of the Policy for further reference) might also be considered to facilitate the information sharing process.

⁹ **Multinational partnerships** are partnerships which involve a multinational company and more than one National Society. These partnerships require the involvement of the International Federation (10th General Assembly, 1995).

5 Partnership contract

- 5.1 Every corporate partnership within the scope of this Policy must be agreed in writing. Partnership contracts can be based on the sample Corporate Partnership Contracts for Sponsorships, Cause Related Marketing relationships and Strategic Alliances as provided in the Policy.
- 5.2 When negotiating partnership contracts the Movement component must bear in mind the value of an association with the International Red Cross and Red Crescent Movement. This value must be reflected in the terms of the agreement and in the financial and non-financial contribution made by the company.
- 5.3 **Mandatory elements for Movement components' partnership contracts:**
 - 5.3.1 All parties to the agreement must be explicitly stated. In particular:
 - a The corporate partner signing the agreement must be the entity that is undertaking the roles and responsibilities set out in the agreement.
 - b Each Movement component is a separate legal entity and in order to be a party to the agreement must individually sign it.
 - 5.3.2 The corporate partner will not infringe the Movement's objectives and principles.
 - 5.3.3 Acknowledgement that the use of the Red Cross and Red Crescent names and emblems will conform to Article 23 of the Regulations on the Use of the Emblem and control of these will be maintained by the Movement component throughout the agreement with the right to review and amend all communications before use.
 - 5.3.4 The company should confirm that its activities do not materially infringe the principles set out in paragraph 3.3.
 - 5.3.5 Termination clauses which allow the Movement component immediate and public withdrawal from the partnership if:
 - a The company commits a significant breach of the contract, in particular if it no longer fulfils the Guiding Criteria.
 - b Continued association will bring any component of the Movement into disrepute because of a change in the company's behaviour or public perception of its practices.
 - 5.3.6 Acknowledgement that partnership between a Movement component and the company should in no way lead to the belief that the Movement or any of its components endorse¹⁰ the company, its products, policies or services.

10 Endorse: This refers to a situation in which the Movement component is seen as "providing a sign of formal and explicit approval of the products, policies or services of a company". As per Article 23 of the Emblem Regulations, 'no confusion must be created in the mind of the public between the company's activities or the quality of its products and the Emblem or the National Society itself'.

- 5.3.7 Acknowledgement that no Movement component can grant formal, open-ended 'exclusivity'¹¹ to any company, or accept limitations on developing partnerships with other companies. In certain instances, granting exclusivity for a specific purpose over a defined period of time may be appropriate within the scope of activities undertaken.
- 5.3.8 Acknowledgement that the Movement component is under no obligation to buy the products, goods or services of the company as a result of the agreement. Any commercial transaction with the company will be subject to a separate agreement.

5.4 Recommended elements for partnership contracts

- 5.4.1 The length of the contract/partnership.
- 5.4.2 The recognition which the Movement component will give the company in return for its support. This recognition will be commensurate with the level of support from the company.
- 5.4.3 Description of any other potential partners (such as contractors) who may become involved in the partnership. The Movement component may choose to screen any of these partners.
- 5.4.4 Terms for the handling of unforeseen events and disputes.
- 5.4.5 Acknowledgement that the company will minimize financial and commercial risks for the Movement component, including potential fiscal and tax issues.
- 5.4.6 A designated point of contact within the company to manage the partnership.
- 5.4.7 Acknowledgement that the company cannot assign this contract to another legal entity if it is acquired by another company, goes into voluntary or compulsory liquidation, or if a receiver is appointed over all or part of the business of the company.
- 5.4.8 For cause related marketing relationships, acknowledgement that the corporate partner will agree to keep (separately) all financial records pertaining to the partnership and to give the Movement component access to these upon request. The Movement component reserves the right to commission an independent audit of the company's books in relation to the partnership. The audit should be paid for by the company. The company should also make available to consumers complete and accurate information on how any purchase results in a donation, including the amount of that donation.
- 5.4.9 The amount of income which will be made available as an up front donation, if there is one.
- 5.4.10 Acknowledgement that the partnership will be subject to monitoring, review and evaluation by both partners at regular intervals throughout the period of the agreement and formally, at the end of the partnership.

11 Exclusivity: a situation in which a Movement component agrees that the corporate partner will be its sole partner for an unspecified period of time.

6 Implementation

- 6.1** This Policy is intended to be implemented at all levels of the Movement (local, national, international).
- 6.2** Each component of the Movement – the Federation, the ICRC and National Societies – is individually responsible for implementing the Policy, and instructing its volunteers and staff accordingly.
- 6.3** The Federation Secretariat and the ICRC will ensure dissemination of the Policy to all components of the Movement; the National Societies are responsible for disseminating the Policy internally to local chapters and branches and for monitoring its correct application.
- 6.4** The Federation Secretariat and the ICRC will be responsible for ensuring that the Policy is fully respected and implemented by the Movement as a whole. They will facilitate Movement components sharing their experience using the Policy, and review its implementation across the Movement.
- 6.5** Monitoring corporate sector partnerships and use of the Policy will form part of the National Society self-assessment process, and as such will be reviewed regularly.
- 6.6** Based on the review described in 6.5, the Federation Secretariat and the ICRC will analyse the Policy's implementation and will make recommendations for improvement of the Policy to the Council of Delegates.
- 6.7** All components of the Movement are responsible for informing other Movement components of their relationships with multinational companies. National Societies are responsible for keeping the Federation Secretariat informed on these matters.
- 6.8** This Policy applies from the date of its adoption, to any new partnership contract or renewal or extension thereof.
- 6.9** It is recommended that the Policy be applied during the various stages of corporate partnership building.

Resolution 11

Revision of the regulations for the Empress Shôken Fund

The Council of Delegates 2005,

having taken cognizance of the report of the Joint Commission of the Empress Shôken Fund,

- 1 *thanks* the Joint Commission for its management of the Empress Shôken Fund and approves all provisions made by it,
- 2 *approves* the new Regulations for the Empress Shôken Fund, the text of which is as follows:

Annex – Resolution 11

Regulations for the Empress Shôken Fund

(Approved by the Sixteenth International Conference of the Red Cross, London 1938, and revised by the Nineteenth International Conference, New Delhi 1957, the Twenty-fifth International Conference, Geneva 1986, the Council of Delegates, Budapest 1991, the Twenty-seventh International Conference, Geneva, 1999, and the Twenty-eighth International Conference, Geneva 2003)

Article 1 – The sum of 100,000 yen in Japanese gold presented by H.M. The Empress of Japan to the International Red Cross on the occasion of the Ninth International Conference (Washington, 1912) to promote “relief work in time of peace”, was increased to 200,000 yen by a further gift of 100,000 yen from their Majesties The Empress and The Dowager Empress of Japan, on the occasion of the Fifteenth International Conference, (Tokyo, 1934). The Fund was further increased by a gift of 3,600,000 yen from H.M. The Empress of Japan, on the occasion of the Red Cross Centenary in 1963, and by successive contributions from the Government of Japan since 1966, and from the Japanese Red Cross Society. This fund shall be entitled: “The Empress Shôken Fund”.

Article 2 – The Fund shall be administered and its revenues distributed by a Joint Commission of six members chosen in their personal capacity. The Joint Commission shall be composed equally of three members appointed by the International Committee of the Red Cross and three by the International Federation of Red Cross and Red Crescent Societies; the quorum shall be four. The Chairman of the Joint Commission shall be on a permanent basis one of the representatives of the International Committee of the Red Cross whereas the International Federation of Red Cross and Red Crescent Societies shall provide the Joint Commission’s Secretariat. The Joint Commission shall meet at Geneva, in principle at the headquarters of the International Federation of Red Cross and Red Crescent Societies.

Article 3 – The capital of the Fund as well as subsequent donations and contributions shall remain intact. Only revenues provided by interest and capital gains may be used for allocations awarded by the Joint Commission to meet all or part of the cost of the activities enumerated below:

- a Disaster preparedness.
- b Activities in the field of health.
- c Blood transfusion services.

- d Youth activities.
- e First aid and rescue programmes.
- f Activities in the field of social welfare.
- g Dissemination of the humanitarian ideals of the Red Cross and Red Crescent.
- h Such other programmes of general interest for the development of the activities of the National Red Cross and Red Crescent Societies.

Article 4 – National Red Cross and Red Crescent Societies wishing to receive an allocation shall make the necessary application through their Central Committees to the Secretariat of the Joint Commission before 31 December of the year preceding that in which the allocations are to be made. Applications shall be supported by full details concerning the particular activity selected from among those specified in Article 3 above.

Article 5 – The Joint Commission shall examine the applications mentioned in the previous Article and shall make such allocations as it considers just and suitable. It shall each year communicate the decisions it has taken to National Red Cross and Red Crescent Societies.

Article 6 – National Red Cross and Red Crescent Societies which feel obliged by circumstances to put the allocations received to uses other than those specified in their applications for grants under Article 4 must ask for the Joint Commission's approval before doing so.

Article 7 – National Red Cross and Red Crescent Societies shall send to the Joint Commission, not later than twelve months after receipt of the allocations, a report on the use of the allocations received.

Article 8 – The announcement of distribution shall take place each year on 11 April, the anniversary of the death of H.M. The Empress Shōken.

Article 9 – A sum which shall not exceed CHF 50,000 shall be set aside to cover the cost of administering the Fund and of assisting the National Societies concerned in the realization of their projects.

Article 10 – The Joint Commission shall present to each Council of Delegates of the Red Cross and Red Crescent a report on the current financial situation of the Fund, the allocations which have been made since the preceding Council and the use made of those allocations by National Societies. The Council of Delegates shall transmit this report to the Japanese Imperial Family through the intermediary of the Japanese Red Cross Society.

Resolution 12

Outcomes of the work in commissions

The Council of Delegates,

thanking the International Federation and the ICRC for the background document on “Access to Victims and Vulnerable People” and “Neutral and Independent Humanitarian Action” prepared for debate in the Commissions,

taking note of the consolidated reports and recommendations of the Commissions,

appreciating the input from and *encouraging* continued participation by National Societies in the dialogue and preparations leading up to the 2007 International Conference,

invites the Standing Commission, the International Federation and the ICRC to build upon the consolidated reports and recommendations of the Commissions when identifying the themes and topics to be addressed by the International Conference in 2007.

Resolution of thanks

The Council of Delegates,

Expresses deep gratitude to the Republic of Korea National Red Cross, and in particular, to its volunteers, staff members and president Wan-Sang Han, for their wonderful hospitality and their contributions to the success of the statutory meetings of the Red Cross and Red Crescent Movement held in Seoul in November 2005,

Congratulates the Republic of Korea National Red Cross on the occasion of its 100th anniversary.



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