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

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**COUNCIL OF DELEGATES
OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT
MOVEMENT**

Geneva, Switzerland
26 November 2011

**Code for Good Partnership
(Follow-up to resolution 09/2009)**

Report

Document prepared jointly by

**The International Committee of the Red Cross and the International
Federation of Red Cross and Red Crescent Societies**

Geneva, October 2011

Report on Implementation of the Code for Good Partnership June 2009 – June 2011

1.0 Introduction

The Code for Good Partnership (the Code) was adopted at the Council of Delegates, 2009, in Nairobi, Kenya. The intention of the Code is to promote a culture of respectful attitudes and behaviours in carrying out humanitarian work by the components of the Red Cross Red Crescent Movement. The Code for Good Partnership identifies five commitments with each commitment containing specific indicators that guide the Movement components to improve their approach to partnership both with each other and with external non-Movement partners. Clear guidance on implementing the Code is part of the policy document. In this report the International Federation of Red Cross and Red Crescent Societies (International Federation) and the International Committee of the Red Cross (ICRC) provide an update on how the Code of Good Partnership has been applied since its adoption in 2009.

2.0 Achievements

There have been a number of key initiatives since the adoption of the Code in 2009 that contribute to upholding the commitments contained within it.

2.1 *Shaping strategy*

Most importantly elements of the Code have been enshrined within the institutional strategies of the International Federation and the ICRC. The International Federation's 'Strategy 2020: Saving Lives, Changing Minds'¹, similarly replicated within the strategic plans of many National Societies, includes specific references to partnership as an important value and the participation of vulnerable people as key stakeholders in their recovery. The 'ICRC Strategy 2011 – 2014: Achieving Significant Results for People in Need'² sites partnerships with National Societies and others and the involvement of beneficiaries in identifying needs and developing responses as crucial elements of the institution's strategic orientations.

2.2 *Disseminating the Code for Good Partnership*

Within three regions, Movement components have held specific briefing and dissemination sessions on the Code for Good Partnership to ensure that its content is well understood by Movement partners. These sessions were held in Kiev with the Russian speaking National Societies, the International Federation and ICRC, in Panama with National Societies of Latin America. In southern Africa, there have been several sessions with National Societies and the International Federation where the Code is being promoted as a part of developing a partnership task force for the region. Some National Societies, such as the Finnish Red Cross have taken a special interest in promoting the Code in its partnership building approaches.

Through the results of a monitoring questionnaire on the implementation of the Code, it was evident that Movement components have considered the Code in a range of different fora. For several National Societies, it has been used during country level and regional partnership meetings to recognize the different capacities of the

¹ Strategy 2020: Saving Lives Changing Minds www.ifrc.org

² ICRC Strategy 2011-2014: Achieving Significant Results for People in Need www.icrc.org

partners. It was also indicated that it has been, along with other Movement policies, been included in agreements between partners.

2.3 *Becoming better partners*

Since 2009 the ICRC has been working on a specific initiative to increase its competencies for partnership with National Societies. This initiative, which is still ongoing, has, with the input of National Societies and the International Federation, developed internal 'ICRC Guidelines for effective partnership with National Societies' to support ICRC delegations to improve its partnerships. Complementary to this the ICRC is piloting a Movement Partnership three-day training course, delivered at field level with National Societies and the International Federation. This course is aimed at ICRC middle managers to develop their skills in working in partnership and within the Movement.

During 2010 and 2011 the International Federation with the support of the American Red Cross and the involvement of National Societies and ICRC conducted a global study on organizational development. A key element of this study was a network mapping exercise to help define the most effective types of relationships, networks and partnerships, which support National Society development.

Based on recommendations from National Societies, from within the ICRC and in line with existing practice of the International Federation, the ICRC is developing a new Financial Framework which aims to increase partnership transparency, give greater respect to the financial capacities of National Societies and further harmonize financial management with other Movement components.

The International Federation is reviewing the process of development and outcomes of the implementation of the Code for Good Partnership to help guide the development of a International Federation-wide accountability framework.

The International Federation, the ICRC and National Societies are engaged in discussions about the development of a common framework to support National Society development. The existing International Federation document 'Building Stronger National Societies' continues to be the basis of discussions between Movement components on this issue with specific meetings in 2011 to agree concrete steps forward for this initiative.

2.4 *Partnership outside the Movement*

The Red Cross Red Crescent Movement continues to engage with non-Movement actors including, states, UN agencies and local organizations in a bid to deliver on its mission and to provide assistance to vulnerable people. Crucial to partnerships with non-Movement actors is the Movement's ability to retain its neutrality, independence and impartiality and uphold its unique identity and Fundamental Principles.

Recent emergencies have resulted in a number of concrete actions being taken with external actors utilizing existing agreed templates and processes. Examples include the use of pre-designed agreements for National Society and UN partnerships, Special Notes on relations between Movement components, military entities and external actors, and Joint Statements on Movement coordination as were issued for emergencies such as Haiti and Libya,.

In addition, the International Federation and ICRC with the support of the British Red Cross have produced an analytical report on ways for improving cooperation and coordination with external actors particularly in emergency situations.

3.0 Challenges

While the Code for Good Partnership has been disseminated and utilized within some National Societies, International Federation offices, and ICRC delegations, greater emphasis on its application is required. A key challenge is to ensure dissemination of the Code is prioritized by all components of the Movement and that information about the Code is therefore included in governance, staff and volunteer inductions and in relevant thematic and programme workshops. Further inclusion of the Code in relevant Movement strategies, policies and training is a challenge that requires further action.

Additionally the Movement is challenged with measuring the implementation and impact of the Code for Good Partnership although the inclusion of indicators within the Code itself is strength in facilitating this work. More specific work is required in terms of designing methodology to collect data related to the Code's indicators and to measuring positive changes in partnership attitudes and behaviours of the Movement components in their delivery of humanitarian services and implementation of their respective mandates.

4.0 Recommendations

Dissemination, implementation and measurement of the Code of Good Partnership are the three key areas to be addressed in the coming years for the Movement. Increased promotion of the Code to Movement components and in coordination with other Movement policy is an essential element of its successful implementation. In addition the ability to measure its implementation and its effects are an important way of ascertaining the positive impact of the Code. Therefore, it is recommended that:

The Code for Good Partnership, its content, commitments and indicators are:

1. included in leadership, management and programmatic training induction courses for Movement components
2. included in Movement coordination and program coordination meetings

In addition:

3. the International Federation, the ICRC and National Societies work to review the implementation of the Code at strategic and operational levels
4. and provide a report to the 2013 Council of Delegates on the implementation of recommendations 1,2 and 3.