



Strategy

for the

**International
Red Cross and
Red Crescent
Movement**

Contents

Foreword	3
Why another Strategy?	4
The aim of the Strategy	6
The external world	8
Strategic objectives	12
Strategic objective 1: Strengthening the components of the Movement	13
Strategic objective 2: Improving the Movement's effectiveness and efficiency through increased co-operation and coherence	18
Strategic objective 3: Improving the Movement's image and its relations with governments and external partners	24
Putting the Strategy into action	30
References	32
Glossary	33

Resolution 3 – Council of Delegates 2001

Strategy for the International Red Cross and Red Crescent Movement

The Council of Delegates,

recalling Resolutions 1 and 5 of the 1999 Council of Delegates, in which it requested the Standing of the Commission Red Cross and Red Crescent (Standing Commission) to establish a Working Group to develop a proposal for an overall Strategy for the Movement,

taking note of the Report of the Working Group on the Strategy for the Movement,

appreciating the intensive consultation process by the Working Group in developing the Strategy,

1. *adopts* the Strategy for the International Red Cross and Red Crescent Movement;
2. *calls* upon all National Red Cross and Red Crescent Societies (National Societies), the International Federation of Red Cross and Red Crescent Societies (International Federation) and the International Committee of the Red Cross (ICRC) to
 - a) *promote* knowledge and understanding of this Strategy at all levels of their respective organisations;
 - b) *implement* the actions outlined in this Strategy as part of their strategies and plans at national, regional and international levels, and allocate the requested resources to carry them out;
3. *invites* the Standing Commission to establish a task force of experts from National Societies, the International Federation and the ICRC, to develop procedures for monitoring, evaluation and analysis of progress made by all components regarding the implementation of this Strategy;
4. *requests* National Societies to submit reports on the implementation of this Strategy to the International Federation Secretary General as part of the existing reporting mechanisms;
5. *calls* upon the International Federation, the ICRC and the Standing Commission to jointly analyse these reports with the task force of experts and to submit a consolidated report on the implementation of this Strategy by the components of the Movement to the Council of Delegates;
6. *decides* to review and, if necessary, amend this Strategy at its next meeting.



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

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 the international field. 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 embody the work and principles of the International Red Cross and Red Crescent Movement in more than 178 countries. 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.

Together, all 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. In the same manner, 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.

International Committee of the Red Cross

19, avenue de la Paix
CH-1202 Geneva
Switzerland
Telephone +41 22 734 60 01
Telefax +41 22 733 20 57
<http://www.icrc.org>

**International Federation of
Red Cross and Red Crescent Societies**

17, Chemin des Crêts, Petit Saconnex
P.O. Box 372
CH 1211 Geneva 19
Switzerland
Telephone +41 22 730 42 22
Telefax +41 22 733 03 95
<http://www.ifrc.org>

Foreword

A Strategy for the Movement as a whole has been one of our major concerns since the early 1990s. It is my privilege to present you with this first version of the Strategy for the Red Cross and Red Crescent Movement.

This document is the product of hard work by the working group established for this purpose by the Standing Commission in late 1999, at the request of the Council of Delegates of the Red Cross and Red Crescent, and is the culmination of a long process of review.

Strategic thinking and planning is not a new thing in the Red Cross and Red Crescent Movement. Looking back over the last quarter of a century, there have been numerous studies, plans and policy documents produced with the aim of giving a clearer strategic direction to the Movement as a whole.

This new Strategy should not be viewed as the end of the process – we are not presenting a finished and all-inclusive document. Today's world is one in which changes occur rapidly and problems are extremely complex. Therefore, we should see this Strategy as an on-going process in which all the components of the Movement can actively participate. In its promotion, the Council of Delegates, as the supreme deliberative body for internal matters of the Movement, must fully play its assigned role.

This document is a new step in a process and focuses on how all the components can work together as one Movement. It is the Council of Delegates' responsibility to monitor the process, review the Strategy and amend it when necessary.

The aim of the Strategy, through more effective co-operation, is to more fully realise the Movement's ultimate goal: a Red Cross and Red Crescent Movement which is helping victims, improving the lives of vulnerable people and meeting the great humanitarian challenges of our time.

We can be proud of what has been achieved so far in the area of strategic planning. This Strategy should not be seen in isolation. It forms a whole, together with Strategy 2010 of the International Federation of the Red Cross and Red Crescent, the Avenir Plan of the International Committee of the Red Cross and the Plan of Action of our 27th International Conference of the Red Cross and Red Crescent.

I would like to thank the many individuals and National Societies who have actively contributed to this important achievement. I count on each and every one of you to keep the momentum going.

Princess Margriet
Chairman of the Standing Commission
of the Red Cross and Red Crescent



Photo: Howard J Davies/Federation

Why another Strategy?

THIS is no doubt the first question that comes to most peoples' mind when seeing this document. Over the last 25 years, numerous strategic policies and plans have been elaborated on behalf of the Movement and its components, beginning with the famous Tansley study in 1975 and most recently resulting in important proposals such as *Strategy 2010*, the ICRC *Avenir Plan*, the Agreement on the Organization of the International Activities of the components of the International Red Cross and Red Crescent Movement (the so called *Seville Agreement*) and the Plan of Action of the 27th International Conference of the Red Cross and Red Crescent. Moreover, many National Societies have periodically re-appraised their roles, and in recent years a number of them have been making great efforts to integrate the concept of core areas into their national strategies and plans.

A number of essential strategic objectives recur again and again throughout these plans and re-appraisals. They are:

- the Movement's ambition to become the essential independent force for humanitarian action throughout the world;

- the imperative need to develop and sustain local capacity in the National Societies;
- our 'basic role' to provide emergency help whenever human needs for impartial protection and assistance exist because of a natural/technological disaster or conflict;
- our role in prevention and advocacy;



Photo: Torben Lindberg/Federation



“ I DREAM OF A RED CROSS AND RED CRESCENT MOVEMENT THAT HAS A GLOBAL MORAL AUTHORITY AND CAN CALL THE ATTENTION OF THE WORLD TO HUMANITARIAN ISSUES OF CONCERN, A MOVEMENT, WHICH INDEPENDENTLY CHOOSES WHICH ISSUES TO FOCUS ON. ”

- the need to increase our effectiveness and efficiency by improving functional co-operation and co-ordination among the Movement's components;
- the need for monitoring of changing external factors in order to adjust the Movement's action to a constantly evolving international environment;
- the need for the Council of Delegates to become the Movement's Strategy Forum for debating and defining the Movement's policies and strategic issues.

What was missing in all the studies and plans to date was a clear strategy for the Movement as a whole. The Council of Delegates voiced concern about this aspect for the first time in 1991, and, since 1995, strategic thinking has increasingly focused on co-operation between the Movement's components. A first concrete result in this area was achieved with the *Seville Agreement* of 1997.

The 1999 Council of Delegates identified the need to take further concrete steps towards '*working together as a Movement*'. It requested the Standing Commission '...to establish a Working Group composed of ICRC, International



Photo: Tiet Hombak/Federation

Federation Secretariat as well as of National Societies' personalities with relevant knowledge and experience to develop proposals for an overall strategy for the Movement, designed to achieve the goals identified in the Preamble of the *Seville Agreement*, drawing on previous reports on co-operation within the Movement, on the ICRC *Avenir Study*, on the International Federation's *Strategy 2010* and other current work evaluating operations in the field.' The present document is the result of the work carried out by this group between March 2000 and August 2001.



Photo: Patrick Fuller/Federation

The aim of the 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. It is 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.

Photo: Howard J Davies/Federation

This statement defines what the Movement does through its network of National Societies, the International Federation and the ICRC. It remains entirely valid and is in no way affected by the new strategy.

Every day millions of volunteers worldwide spend their time assisting people in need. Our core activities are defined in the International Federation's Strategy 2010, in National Societies' strategic plans and in the ICRC's *Avenir Plan*.

With the mission and the core activities already defined, this Strategy is about how the components of the Movement can work together more effectively and efficiently for the victims of conflicts and natural disasters. It does not replace existing agreements and strategies but supports and complements them, 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.

The strategy is written 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 and who use this forum 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 all staff around the world gain a clearer understanding of the nature and the goals of the Movement to which he/she belongs and to do his/her job more effectively.



Photo: John Ash/Federation



Photo: John Ash/Federation



“ I DREAM OF A RED CROSS AND RED CRESCENT MOVEMENT THAT REACHES OUT TO TOUCH MORE PEOPLE, IN COMMUNITIES AND IN GOVERNMENTS, MOBILIZING THEIR WILLINGNESS TO LEND A HAND TO OTHERS IN THEIR OWN COMMUNITIES AND FAR AWAY. ”



Photo: Mikkel Ostergaard/Federation

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 characterised 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 is no longer a 'far west' for people fleeing from poverty or disasters; global warming affects us all.



“ I DREAM OF A RED CROSS AND RED CRESCENT MOVEMENT THAT CLEARLY UNDERSTANDS AND IS ENTHUSIASTIC ABOUT ITS 'RAISON D'ÊTRE' IN THE PRESENT WORLDWIDE CONTEXT, WILLING AND ABLE TO COMMUNICATE IT IN ATTRACTIVE AND INNOVATIVE WAYS. ”



Photos clockwise: Vladimir Melhin/Federation, Seija Marketta Tryninoksa /Federation, Denis McClean/Federation

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. So far, globalisation, 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, organised 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.

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? The days of Solferino, which saw the birth of the Red Cross, when there was a clearly defined need and a simple proposal to satisfy it (protecting and assisting the wounded on the battlefield), are long gone. 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:

The approach of a new century is a time for reflection. For the Red Cross and Red Crescent, and the governments committed to the Geneva Conventions, it is also a time for concern.

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.



Photos clockwise: Juliana Lahr/Federation, Mikkel Ostergaard/Federation, Jessica Barry/Federation, Thorir Gudmundsson/Federation, Eduadro Verdugo/Federation

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 have's 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 in Africa and other parts of the world, and requires a massive global response.

- '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 fertiliser on these conflicts and nurture a spreading culture of violence.
- 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 mobilised by the United Nations and other organisations 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 organisations,

and define and adjust its priorities accordingly.

The Movement of the Red Cross and Red Crescent is firmly based on principles such as humanity, neutrality, impartiality and independence and on international humanitarian law. These determine its overall priorities as well as the conduct of 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.



“ I DREAM OF A RED CROSS AND
RED CRESCENT MOVEMENT
CAPABLE OF ENGAGING THE VITAL
FORCES OF ALL NATIONS, AND
ESPECIALLY THE YOUTH, EAGER TO
COMMIT THEMSELVES TO A CAUSE
WHICH TRANSCENDS NATIONS. ”

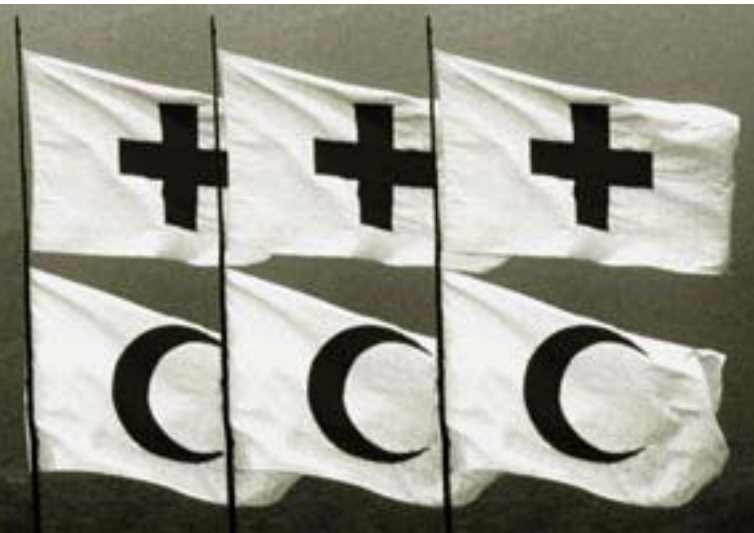


Photo: Howard J Davies/Federation

Strategic objectives

This strategy sets forth the following **three strategic objectives**:

Strategic objective 1

Strengthening the components of the Movement

Strategic objective 2

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

Strategic objective 3

Improving the Movement's image and its relations with governments and external partners

Under each strategic objective, one or several actions, which need to be taken to achieve it, are identified and explained. This is followed by a listing of expected results and of concrete implementation measures.

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

Strategic objective 1

Strengthening the components of the Movement

Having components with complementary roles, and operating internationally as well as being rooted locally, gives the Movement a comparative advantage. However, if the Movement is to have a greater impact, its weaker parts need to be strengthened. In particular, National Societies' capacity to assist vulnerable people in their own countries must be built up 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, budgeting and evaluation of development and co-operation activities in a given region or country.

Building local capacities, by investing in people and organisational development, is a crucial factor in achieving our humanitarian mission. All components of the Movement, including the ICRC through its co-operation work, are involved in capacity building and organisational development of National Societies. Much of this takes place in an unco-ordinated manner, and without an agreed framework and methodology. The development of comprehensive Country and Regional Assistance Strategies, built on National Societies' development plans, co-ordinated by the International Federation Secretariat, provides an opportunity to achieve coherent capacity building.

In recent years it has been difficult to mobilise sufficient resources for capacity building and organisational development work, in particular for some of the less well-known countries. The International Federation has set up a capacity building fund to address this issue.

Expected results

- A single, common Movement approach to capacity building and organisational development, including specific focus on the development of volunteering, is agreed and applied.
- A formal network exists of experts in the International Federation Secretariat, the ICRC and National Societies, on capacity building and organisational development. It promotes the dissemination and exchange of expertise on capacity building and organisational development among all components of the Movement.
- More resources are committed to capacity building, and the capacity building fund is strengthened.
- Common terminology and performance indicators, with regard to capacity building, organisational development and planning, are established between the National Societies, the International Federation Secretariat and the ICRC.
- In conformity with the *Seville Agreement*, the lead agency in any given situation ensures that other Movement components involved in an operation have the opportunity to share administrative services and office premises for their staff.

Implementation

- There is an enhanced sense of discipline and commitment by all components present in a given country to maximise the use of available resources and to work together in a co-ordinated and effective manner.
- The International Federation Secretariat leads a consultative process for establishing the Movement approach to capacity building and organisational development and getting the commitment of key stakeholders (including governments) by 2003.
- The International Federation Secretariat establishes a formal network of experts on capacity building/organisational development by 2003 and evaluates its usefulness by 2005.
- The ICRC and the International Federation Secretariat, as from now, closely co-ordinate, 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 the Regional and Country Assistance Strategies.
- The ICRC and the International Federation promote a policy of shared office locations, including where possible the host National Society. Other National Societies avoid the establishment of independent field offices and instead integrate their representatives in already existing structures (host National Society, International Federation or ICRC delegation).
- As from now, 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 leaders in governance and management, Movement history and structure, Fundamental Principles and International Humanitarian Law.

Competent leaders are indispensable in making the Red Cross and Red Crescent function better. 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.

At Movement level, a systematic approach to leadership training and development must be undertaken in order to ensure that leaders possess the competencies and knowledge essential to run their respective organisations effectively and conform with the Movement's Fundamental Principles and policies.

Knowledge sharing on governance policy and skills between governing bodies within the Movement must be encouraged and developed.

Expected results

- Red Cross and Red Crescent leaders are knowledgeable in Movement matters, possess the governance and management skills required to run their respective organisations effectively and in conformity with the Fundamental Principles (as outlined in the International Federation's publication *National Society Governance – Guidelines*) and are prepared to share this knowledge.
- Leaders of National Societies, the International Federation and the ICRC share common views on the role and responsibilities of governance within the Movement.
- A systematic and coherent approach to leadership training and development is agreed among the components of the Movement.
- A leadership training programme, to be run on a regional basis, is developed; and a pilot project is set up and run.
- Criteria for leadership competence are defined, and assessment tools developed.

Implementation

- The International Federation Secretariat, in consultation with the ICRC and the National Societies, has the lead responsibility in designing a systematic and coherent approach to leadership and development training and criteria for leadership competence and assessment tools in the Movement by 2003. The ICRC and the National Societies commit themselves to support this. The International Federation Secretariat will also implement a leadership training pilot project and review the lessons learnt from this project by 2005, with support from the ICRC and the National Societies.
- All the components of the Movement commit to share knowledge and experience in governance and management matters and initiate exchanges at all levels and through partnership agreements.

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 and basic humanitarian values, enabling 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.

Expected results

The International Federation's Constitution calls upon the Federation to be the guardian of the National Societies' integrity and the protector of their interests. Similarly, as the institution entrusted with the task of recognising 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 co-operating closely in supporting National Societies in the promotion and practical application of the Fundamental Principles.

- 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.
- The International Federation and the ICRC follow common strategies for the permanent implementation of National Societies' recognition conditions. Respect is ensured at all times and by all components for the recognition conditions and for the Fundamental Principles of the Movement.

Implementation

- The International Federation, in particular through its Governing Board, 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 minimum standards for permanent compliance with the conditions for recognition of National Societies by 2003.
- When appropriate, the International Federation and the ICRC 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.

Action 4:

Regularly review the National Societies' Statutes.

Good Statutes 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.

A National Society's Statutes can help protect its integrity, as they can be invoked to avoid situations in which external or internal factors render the Society unable to carry out its mission effectively or to act in accordance with the Fundamental Principles. Every National Society has its particular identity and specific national and cultural context, which should be taken into account when drafting or revising its Statutes. But every National Society is also part of the Movement and as such is expected to follow the fundamental orientations defined by the Statutes of the Movement and the decisions of its statutory organs.

Expected results

- The document *Guidance for National Society Statutes*, adopted by the Governing Board of the International Federation in May 2000, is known and used by all National Societies when reviewing their Statutes.
- By 2010, all National Societies have examined their Statutes and related legal texts, and, where necessary, have adopted new constitutional texts, in accordance with the above-mentioned Guidance and relevant Resolutions (Resolution 6 of the 22nd International Conference, Tehran 1973, and Resolution 20 of the 24th International Conference, Manila, 1981).

Implementation

- From now on, all National Societies having Statutes older than 10 years initiate a process of revision, in parallel to the review or drafting of their development or strategic plans.
- As a first step, National Societies communicate to the International Federation Secretariat and to the ICRC, by the end of 2002, the text of their Statutes currently in force, giving information about the process planned to eventually amend them.
- The International Federation Secretariat and the ICRC present a progress report on the on-going review process to every Council of Delegates.

Strategic objective 2

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

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

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

Action 5:

Enhance dialogue and consultations within the Movement through better use of existing fora, with National Societies participating more actively in the preparation, adoption and implementation of Movement policies.

The Movement has numerous fora for discussion and debate, foremost among them the Council of Delegates and the International Conference, but there is a lack of commitment with regard to the decisions taken in these fora and insufficient follow-up between meetings. Regional meetings are important and both Federation and ICRC should take part. Co-ordination of the agendas of the different fora should be improved, and there should be more consultations in-between meetings.

Expected results

- Improved co-ordination of the preparation of agendas of statutory meetings within the Movement.
- A new decision format is used by the Council of Delegates.
- Every new meeting evaluates what progress has been made with regard to decisions taken by the previous one of the same statutory nature.
- A greater number of National Societies are active in the preparation of statutory meetings and in implementation of decisions taken at the Council of Delegates and International Conferences.
- The decisions of the Movement are integrated in policies and plans of the individual components.

Implementation

- Consultation between National Societies and the ICRC in the context of the International Federation's regional conferences and sub-regional meetings is increased.
- Increased participation of National Societies in the annual meeting of legal advisors organised by the ICRC.
- The Standing Commission proposes, by the end of 2002, a new format for the Council of Delegates' decisions, which clarifies:
 - what specific actions each of the components of the Movement are obliged to take in order to achieve the expected result of the Council of Delegates' decisions;
 - which Movement component is mandated to monitor this.
- The ICRC and the International Federation Secretariat provide adequate tools for compiling data and reporting on the actions implemented by National Societies, and governments, in the follow up to the decisions of the Council of Delegates and the International Conference.
- The International Federation organises better and earlier consultations with the ICRC and the Standing Commission in the preparatory phase of its statutory regional conferences and sub-regional meetings.
- Organising 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.
- By 2005, the Council of Delegates reviews the entire construct of Movement fora and makes recommendations on reducing unnecessary complexities and improving effectiveness.

Action 6:

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

Expected results

- Improved strategic planning in National Societies and the Movement's statutory bodies, leading to enhanced decision-making capability on major humanitarian issues.
- Improved inputs into decision-making in external fora which impact on the humanitarian work of the Movement.

Implementation

- By 2002, the ICRC and the International Federation Secretariat establish a task force to review the mechanisms and methodology by which data on external trends are collected, evaluated and disseminated among Movement components.
- The International Federation and the ICRC will, through their field structure, meet periodically with the National Societies of their regions in order to exchange and analyse information on external trends and their potential impact on on-going activities.

Action 7:

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

Efficiency in reaching the victims in emergency situations is of crucial importance. Evaluations of recent major international relief operations have shown that there is room for improvement with regard to how these operations are conducted. Efforts by the ICRC and the International Federation Secretariat to make their management systems and relief mechanisms more compatible are making progress and should be joined by all National Societies participating in international emergency operations.

Expected results

- Through its work in emergency situations the components of the Movement reach more vulnerable people.
- The quality of humanitarian assistance provided by the components of the Movement in emergencies is improved.
- The components of the Movement are trusted and preferred as partners by the beneficiaries as well as other players in the delivery of humanitarian assistance.
- Emergency operations are used effectively to strengthen National Societies' capacity.

Implementation

- 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 and report to the Council of Delegates in 2003. Key among these recommendations are:
 - better sharing of information on vulnerable countries and potential emergencies, as well as on the capacities of Movement components and other humanitarian players to respond to these;
 - developing a strategy for strengthening National Societies' emergency response capacity and contingency plans for disaster relief at national, regional and international levels;
 - developing more coherent and effective ways of appealing for funds from donors, and building up reserve funds to enable immediate emergency response even before any appeal is launched;

- training, and keeping in readiness, senior managers for conducting operations in the field, and ensuring that all delegates, staff and volunteers participating in international relief operations receive adequate basic training;
 - clarifying the decision-making mechanism used by the components in complex emergency situations, with clearly identified levels of authority and responsibility both for Geneva-based managers and heads of operations in the field;
 - making effective use of the resources of Operating National Societies in the region of operations, involving them in needs assessments and decision-making in conformity with the *Seville Agreement*, and building up their longer-term capacity beyond the emergency phase;
 - ensuring that operations are guided by solidarity among the components in the interest of the victims, not by individual or competitive action, and that all participants respect the rules of engagement as well as the components' mandates as laid down in the Statutes of the Movement and the Geneva Conventions.
- The ICRC and the International Federation Secretariat pursue their efforts to make their management systems for international relief operations compatible. National Societies should seek, as a first step, to develop their own work interfaces with these systems. Areas where compatibility is most needed for greater operational effectiveness include: human resources, logistics and relief, information technology, evaluation, quality control, statistical reporting, field monitoring and financial reporting.

Action 8:

Increase the degree of knowledge of the *Seville Agreement* among all components of the Movement and promote a common understanding on the lead roles of each component, including their application in situations requiring a lead agency.

Expected results

The adoption by the 1997 Council of Delegates in Seville, of the *Agreement on the Organization of the International Activities of the Components of the International Red Cross and Red Crescent Movement* was a milestone in a revitalising process of the Movement.

Since then, National Societies, the International Federation Secretariat and the ICRC have carried out a considerable amount of training on the *Seville Agreement*. While the concept of the 'lead agency' is largely understood, that of 'lead role', specifically in a situation requiring a lead agency, must be further studied and clarified.

- The *Seville Agreement* is known, understood and respected by all National Societies both at governance and management levels.
- The efficiency and effectiveness of Red Cross and Red Crescent action and the operational capacity of the National Society of the country affected are enhanced by consultation and co-operation between the lead agency and the operating Red Cross and Red Crescent partners.

Implementation

- Whenever necessary, the lead agency establishes a consultation mechanism to clarify to all concerned the role of both the lead agency and the ONS, as it affects needs assessment, operations planning, launching of appeals, staff deployment etc. The International Federation Secretariat and the ICRC each designate a resource person to act as a focal point for this mechanism.
- In every situation requiring a lead agency, the latter, together with the National Society of the country affected by the crisis, carries out training on the *Seville Agreement* for all Red Cross and Red Crescent personnel involved in the operation.
- All National Societies commit themselves to organise training sessions on the *Seville Agreement* for their board members, management, national delegates and active members. The International Federation Secretariat and the ICRC provide assistance, if requested. National Societies report on progress of training to the International Federation Secretariat.
- The ICRC and the International Federation Secretariat develop criteria for the transfer of lead agency responsibility, for consideration at the Council of Delegates in 2003.

Action 9:

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 that can help the components of the Movement to determine whether policies and strategies are producing the expected results and promote a learning culture where 'best practice' is shared among the components and incorporated into the formulation of new directions.

Expected results

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

Implementation

- By June 2003, the International Federation Secretariat, together with the ICRC and in consultation with National Societies, develops an evaluation system applicable to national and international activities.
- The International Federation Secretariat and the ICRC report to the Council of Delegates on progress with respect to the implementation of the evaluation system.
- All components of the Movement will make the results of major evaluations and examples of best practice available to each other and, when relevant, to the public.

Action 10:

Promote access to and wider use of the Internet for communication and training within the Movement.

Expected results

The Movement's presence on the Internet should reflect its ambition to be a single, efficient humanitarian force based on a global network. In order to achieve this, the Movement's components should have an interlinked and visually consistent presence on the web.

- All National Societies have access to the Internet.
- All websites of Movement components are interlinked.
- All the Movement's components have a presence on the web (either by having their own website or within the framework of regional websites).
- The International Federation Secretariat identifies, in consultation with the ICRC, centres of competence, which in turn will, by 2005:
 - set up support and guidance facilities;
 - set up common minimum standards (visual consistency, interlinked) for all websites of the Movement;
 - set up a regular monitoring system to ensure that standards are applied.
- By 2003, the International Federation Secretariat, in consultation with the ICRC and with the support of a number of National Societies, leads a study on the feasibility of a Movement-wide Intranet, and a web-based communication plan.

Implementation

Strategic objective 3

Improving the Movement's image and its relations with governments and external partners

It is of vital importance for the Movement to co-operate with all 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 11:

Project a consistent and coherent image to the public at large by investing in developing the capacity of the components of the Movement to communicate effectively and powerfully about their respective and collective actions and positions on humanitarian issues.

The public at large perceives the Red Cross and Red Crescent as one humanitarian entity, and 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 entity on the one hand, and the reality of a complex Red Cross and Red Crescent Movement structure on the other.

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.

Implementation

- By 2003, the components of the Movement assess their standing in terms of image and their use of communication resources as compared with other humanitarian organisations. The International Federation Secretariat leads this process concerning its own and the National Societies' standing in this regard. The ICRC will carry out a similar process.
- By 2003, each component of the Movement develops a specific communication strategy and allocates resources (leadership time, finance, staff) to strengthening its position and image as a humanitarian organisation.
- At the sub-regional, regional and international level, National Societies share experience in terms of best practice in communications with the help of centres of competence.

- The Council of Delegates decides on key messages which concern all the components of the Movement.
- By 2005, the International Federation Secretariat and the ICRC, in consultation with National Societies, will establish Movement-wide guidelines to enhance the image, including basic graphic standards. Also criteria for certain situations when it is necessary for the Movement's components to use their specific names and logos will be developed.

Action 12:

Strengthen the knowledge, understanding and respect for the emblems, both in conflict and non-conflict situations.

Expected results

Implementation

The emblems used by the components of the Red Cross and Red Crescent Movement are amongst the best known in the world. Nevertheless, lack of understanding and respect for the emblems reduce their protective power. A continuous effort is needed to promote knowledge and respect for the emblems as well as for preventing abuse of the emblems for indicative purposes.

- Emblems are understood and respected both in conflict and non-conflict situations by all players and parts of society.
- By 2003, 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.
- By 2003, the ICRC, in consultation with the International Federation Secretariat and National Societies, reviews the adequacy of existing rules and regulations concerning the emblems.

Action 13:

Consistently take common Movement positions and carry out advocacy on major humanitarian issues of common concern.

Expected results

While advocacy on humanitarian matters is normally pursued through dialogue with governments and other concerned parties, there may be significant issues at the national or international level for which a public campaign is deemed necessary. 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.

- The Movement has clear and coherent common positions on major issues confronting the international community and external partners.
- The Movement has clear advocacy strategies, including prioritisation of issues.
- The Movement's priorities are reflected in the current international humanitarian debate.

Implementation

- The Council of Delegates and appropriate International Federation bodies identify advocacy issues, in line with Resolution 6 of the 1999 Council of Delegates.
- Each Council of Delegates evaluates the implementation of the advocacy strategies previously agreed.
- The ICRC and the International Federation Secretariat establish, by 2002, a formalised team approach to the handling of major multilateral meetings or international events.

Action 14:

Carry out a comprehensive study of the 'auxiliary' role of National Societies with regard to their adherence to the Fundamental Principles.

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)). The auxiliary role gives National Societies a special status: they are, at the same time, private institutions and public service organisations. The Fundamental 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 co-operation with other components of the Movement. Thus, there needs to be an appropriate balance between the need for close relations between a State and the National Society of its country on the one hand, and the need to maintain the independence of the National Society on the other. There is a need for clearer criteria for assessing whether this independence is fully observed.

Expected results

- A comprehensive study is published on the working relationship between States and National Societies, taking into account the changing needs in the humanitarian, health and social fields, the auxiliary role of National Societies and the evolving role of the State, the private sector and voluntary organisations in service provision.
- Components of the Movement and States have a clearer and more common 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.

Implementation

- The International Federation Secretariat, in co-operation with National Societies and the ICRC, initiates a comprehensive study into the working relationship between States and National Societies, taking into account the changing needs in the humanitarian, health and social fields, the auxiliary role of National Societies and the evolving role of the State, the private sector and voluntary organisations in service provision.

The work will be carried out with a view to having the study published in time to be considered at the International Conference of the Red Cross and Red Crescent in 2003.

Action 15:

Analyse the Movement's relations with key players in the political and military sphere, and establish and maintain appropriate mechanisms for consultation and co-ordination.

Expected results

Implementation

When establishing co-operative relationships with governments or the military, Movement 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. On-going relationships should be reviewed from this point of view. The components of the Movement must always safeguard their independence from activities of a political and/or military nature.

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 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. The National Societies' statutory role of auxiliaries to the armed forces of their country in such contexts must be re-examined.

- The Movement preserves its status as an independent, neutral and impartial humanitarian player. Its components co-ordinate their activities to the extent possible with other players on the scene, without compromising its Fundamental Principles.
- Clear guidelines exist regarding the Movement's relations with international military missions.
- The ICRC, in close consultation with the International Federation Secretariat and National Societies experts, works out, before the end of 2002, a common position of the Movement on the issue of relations with political and military players.
- The ICRC, in close consultation with the International Federation Secretariat and National Societies experts, drafts, by the end of 2002, guidelines on relations with peacekeeping operations and a communication plan for explaining the Movement's position to key players.

Action 16:

Ensure that 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 a complementary and mutually supportive manner.

Expected results

Movement components sometimes enter into formal co-operative agreements with governments, intergovernmental institutions and supranational bodies without informing the International Federation, the ICRC or any other concerned component about this and without ensuring that such agreements are in conformity with the Fundamental Principles and relevant Movement policies. Similarly, the participation of Movement components in humanitarian co-ordination mechanisms is sometimes insufficiently co-ordinated within the Movement in general and with Movement policy. Better mutual information, monitoring and co-ordination in this regard should reduce inconsistencies and enhance the Movement's overall effectiveness and credibility.

- Improved humanitarian assistance through co-operation and co-ordination with other humanitarian partners.
 - The Movement's integrity and interests are protected at all times.
 - All agreements between the components of the Movement and States, intergovernmental institutions and other humanitarian players are in conformity with the Fundamental Principles.
 - A coherent approach to all agreements between the components of the Movement and international and intergovernmental organisations.
-
- By 2003, the International Federation Secretariat establishes, in consultation with the ICRC, guidelines for National Societies on concluding agreements with external partners.
 - National Societies submit to the International Federation Secretariat a copy of their agreements with international and intergovernmental organisations.
 - The International Federation Secretariat and the ICRC keep an inventory of agreements between components of the Movement and States, intergovernmental institutions and other humanitarian players, with a priority focus on agreements with international or intergovernmental organisations and agreements concerning international activities, and review these agreements to ensure their consistency with the guidelines.
 - The ICRC and the International Federation Secretariat, in consultation with National Societies, review the role of the Movement in existing co-ordination mechanisms in the humanitarian field, and formulate recommendations for improvements by 2003.

Implementation

Action 17:

Clarify and strengthen the components of the Movement's relationship with the private sector.

Expected results

The Movement will increase its dialogue with the private sector to build awareness of the important role it plays in communities where it has business interests. The components will encourage the private sector to contribute to improving the lives of vulnerable people in these communities.

Establishing clear ethical criteria for fundraising from and with corporations will assist the Movement in selecting the best private partners, provide guidance on the appropriateness of unsolicited donations and serve to better understand the role and responsibilities of all parties concerned.

- A common and unified approach for private sector relationships is established, safeguarding the integrity of the components of the Movement and ensuring respect for the emblems.
- The private sector is aware of its responsibilities to contribute to humanitarian action and helps the components of the Movement to improve their service delivery capacity.
- By 2003, the ICRC and the International Federation Secretariat, in consultation with the relevant National Societies, engage in a dialogue with targeted major international corporations to discuss the humanitarian impact of the corporations' business operations.
- By 2003, the International Federation Secretariat and the ICRC, in consultation with National Societies, develop ethical criteria for selecting corporate partners and guidelines on what components of the Movement can offer in return for corporate support, especially with regard to the use of the emblems.
- National Societies, the International Federation Secretariat and the ICRC are individually responsible for implementing these criteria into their respective strategies, guidelines and procedures.
- National Societies, the International Federation Secretariat and the ICRC actively use the *Code of Ethics and Professional Conduct for Red Cross and Red Crescent Fund-raisers*, adopted by the 11th Session of the General Assembly of the International Federation in November 1997, in their fundraising activities.

Implementation



Photo: Liliane de Toledo/Federation

Putting the Strategy into action

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 co-operation within the network. Sharing, participating and harmonising are key words to make this strategy happen.

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

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. At every Council of Delegates the results achieved will be reviewed and the actions and/or objectives adjusted. Revisiting and formulating the strategic approach every two years gives the Movement flexibility to develop its strategic directions taken into account new demands and needs in the world.

The Strategy consists of three strategic objectives and 17 actions. Each action includes expected results and implementation measures. When implementing the Strategy, some of the expected results can be reached through the yearly plans of the components; other actions might be implemented within the framework of a

Country Assistance Strategy or a Regional Assistance Strategy or through joint projects, in which several components participate. The 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.

Are we doing what we said we would? Are we on track to reach our strategic objectives? Monitoring will provide an opportunity for the components to share their progress in the implementation of the Strategy. Implementation of the strategic objectives will strengthen the components individually through strengthening the network that the Movement represents. Procedures of reviewing, evaluation and reporting will ensure that the Strategy can develop and further a process of learning.

National Societies will report every two years to the International Federation Secretariat on the implementation of the Strategy as part of existing report mechanisms. The ICRC and the International Federation Secretariat will jointly analyse these reports and submit a consolidated report on the implementation of the Strategy by the components of the



“ I DREAM OF A RED CROSS AND RED CRESCENT MOVEMENT WHOSE AIM IS NEITHER TO BE SIMPLY THE BIGGEST, NOR THE RICHEST, BUT RATHER TO BE KNOWN AS THE ONE THAT EMPLOYS ITS RESOURCES IN THE BEST POSSIBLE WAY, ALWAYS ENSURING EFFECTIVENESS AND EFFICIENCY. ”

Movement to the Standing Commission, for submission to the Council of Delegates. 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 outline of new external trends, opportunities and challenges and also recommendations for adjustments and changes to be made in the Strategy. The Council of Delegates, being the highest deliberative body for internal matters within the Movement, decides on and approves the Strategy for the Movement and monitors its implementation.

Sharing the costs

Implementing this strategy is about sharing with other components, about participating in common tasks and joint policies, and about adjusting one's own methods and tools so that one can obtain compatibility with the other components of the Movement.

Several of the 17 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.



Photo: Julian Lahr/Federation

Timeframe

By the end of 2002 the governing bodies of each National Society, the International Federation and the ICRC will have examined the Strategy for the Movement, with the view to implementing the responsibilities entrusted to them and will have made further suggestions for its continuing review. Based on the report submitted by the Standing Commission, the Strategy will be reviewed next and adjusted at the Council of Delegates in 2003.

References

- 📖 Tansley, Donald D., *The Final Report: An agenda for Red Cross, ICRC/League of Red Cross and Red Crescent Societies*, Geneva, 1975.
- 📖 *Strategy for the Eighties*, League of Red Cross Societies, Geneva, 1981.
- 📖 *Statutes of the International Red Cross and Red Crescent Movement*, the 25th International Conference of the Red Cross, Geneva, 1986.
- 📖 Sztuchlik, R. and Toivola A., *What was the Impact of the Tansley Report?*, Institut Henry-Dunant Genève, IHD Working Paper 3:88, Geneva, 1988.
- 📖 *Strategic Work Plan for the Nineties: Improving the situation of the most vulnerable*, International Federation, Geneva, 1989, updated 1991, 1993, 1995.
- 📖 *Report of the Study Group on the Future of the Movement*, Study Group on the Future of the International Red Cross and Red Crescent Movement, report to the Council of Delegates, 1993.
- 📖 *The Future of the International Red Cross and Red Crescent Movement: Some reflections and suggestions by the ICRC for the Policy and Planning Advisory Commission*, Geneva, 1995.
- 📖 *Future of the Movement*, report of the Policy and Planning Advisory Commission of the International Red Cross and Red Crescent Movement to the Council of Delegates, 1995.
- 📖 *Report of the ICRC and the International Federation on their Functional Cooperation*, reports to the Council of Delegates, 1995, 1997.
- 📖 *Future of the Movement*, report of the Advisory Commission to the Council of Delegates, 1997.
- 📖 *Agreement on the Organization of the International Activities of the Components of the International Red Cross and Red Crescent Movement*, Seville, November 1997, (also known as the *Seville Agreement*), International Review of the Red Cross, March 1998, No 322, pp. 159–176.
- 📖 International Committee of the Red Cross – *Avenir Study* (Strategic content), Geneva, 12 December 1997, International Review of the Red Cross, March 1998, No 322.
- 📖 *National Society Governance Guidelines*, International Federation of Red Cross and Red Crescent Societies, Geneva, 1997.
- 📖 *Code of Ethics and Professional Conduct for Red Cross and Red Crescent Fund-raisers*, International Federation of Red Cross and Red Crescent Societies, Geneva, 1997.
- 📖 *Implementation of the Agreement on the Organization of the International Activities of the Components of the International Red Cross and Red Crescent Movement*, report to the Council of Delegates, 1999.
- 📖 *Strategy 2010*, International Federation of Red Cross and Red Crescent Societies, Geneva, 1999.
- 📖 *International Red Cross and Red Crescent Plan of Action 2000–2003*, International Red Cross and Red Crescent Conference, Geneva, 1999.
- 📖 Resolution 5 of the Council of Delegates, 1999: *Implementation of the Seville Agreement*.
- 📖 *Constitution of the International Federation of Red Cross and Red Crescent Societies*, revised Geneva, 1999.
- 📖 *Guidance for National Societies Statutes*, International Federation of Red Cross and Red Crescent Societies, Geneva, 2000.

Glossary

Advocacy

Pleading in support, supporting or speaking in favour of a person, cause or policy.

Capacity building

Improving the ability and capacity of a component within the Movement of the Red Cross and Red Crescent to develop and make the most efficient use of new or available resources to achieve the humanitarian aims of the Movement in a sustainable way.

Centres of competence

A National Society, possessing expertise and capacity within a certain field, entrusted to act as a focal point within the Movement related to that field.

Components of the Movement

The term 'component' of the Movement of the Red Cross and Red Crescent refers to all entities within the Movement, namely National Societies, the International Federation and the ICRC.

Core areas

The term 'core areas' refers in this document to the core areas of the *Strategy 2010* of the International Federation of Red Cross and Red Crescent Societies. Core areas are defined as programme areas, which all National Societies have in common. These are: promotion of the Movement's Fundamental Principles and humanitarian values; disaster response; disaster preparedness, and health and care in the community.

Council of Delegates

The Council of Delegates of the International Red Cross and Red Crescent Movement is the body where the representatives of all the components of the Movement meet to discuss matters, which concern the Movement as a whole.

ICRC

The International Committee of the Red Cross. The term refers to all structures, headquarter and delegations within the ICRC.

Integrity

The extent to which the components of the Movement possess the will and the ability to act in pursuit of the Movement's declared objectives in full accordance with the Fundamental Principles.

International Conference

The International Conference of the Red Cross and Red Crescent is the supreme deliberative body for the Movement. At the International Conference, representatives of the components of the Movement meet with representatives of the States Parties to the Geneva Conventions. Together they examine and decide upon humanitarian matters of common interest and any other related matter.

International Federation

International Federation of Red Cross and Red Crescent Societies.

International Federation Secretariat

The term 'International Federation Secretariat' refers to the Secretariat of the International Federation of Red Cross and Red Crescent Societies, based in Geneva and the delegations in the field.

Geneva Conventions

The Geneva Conventions, as comprised in international humanitarian law, are a set of rules, which, for humanitarian reasons, seeks to limit the effects of armed conflict. They protect those who are not, or are no longer, taking part in the fighting, and they restrict the means and methods of warfare.

Lead agency

Organisational concept in the *Seville Agreement*. An organisational tool for managing international operational activities, primarily in emergency situations. In a given situation, one component of the Movement (a National Society, the International Federation or the ICRC) is entrusted with the function of lead agency. That organisation carries out the general direction and co-ordination of the international operational activities.

Lead role

Organisational concept in the *Seville Agreement*. The Geneva Conventions and the Statutes of the Movement entrust specific competencies to each component, which therefore plays a lead role in these matters.

Mission

The overall purpose of an institution, defining what it aims to achieve and what it stands for.

Movement

The term 'Movement' refers to the International Red Cross and Red Crescent Movement, (also see under 'Components of the Movement').

NGO

Non-governmental Organisation.

ONS – Operating National Society

The term Operating National Society refers to a National Society operating in its own country.

PNS – Partner National Society

The term Partner National Society refers to a National Society that in co-operation with one or more components of the Movement contributes to, or participates in, activities or operations outside the boundaries of its own country.

PPAC

Policy and Planning Advisory Commission.

The Seville Agreement

Agreement on the organisation of the international activities of the components of the International Red Cross and Red Crescent Movement, approved by the Council of Delegates in Seville in 1997.

Standing Commission

The Standing Commission of the Red Cross and Red Crescent is the trustee of the International Conference between two Conferences, promotes harmony in the work of the Movement and co-ordination among its components and prepares the provisional agenda for the Council of Delegates.

Statutes

Statutes refers to the *Statutes of the International Red Cross and Red Crescent*, revised and adopted by the 25th International Conference of the Red Cross and Red Crescent in Geneva in October 1986.

Statutory bodies of the Movement

The statutory bodies of the Movement are the International Conference of the Red Cross and Red Crescent, the Council of Delegates and the Standing Commission.

Strategic objective

Goal that sets the direction within the global strategy, through which an organisation will progress towards fulfilling its mission.

Task force

Group of people charged to initiate and/or organise and/or carry out a certain project or task.

Vulnerable people

People at risk from situations that threaten their survival or capacity to live with a minimum of social and economic security and human dignity.



The Fundamental Principles

of the International Red Cross and Red Crescent Movement

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

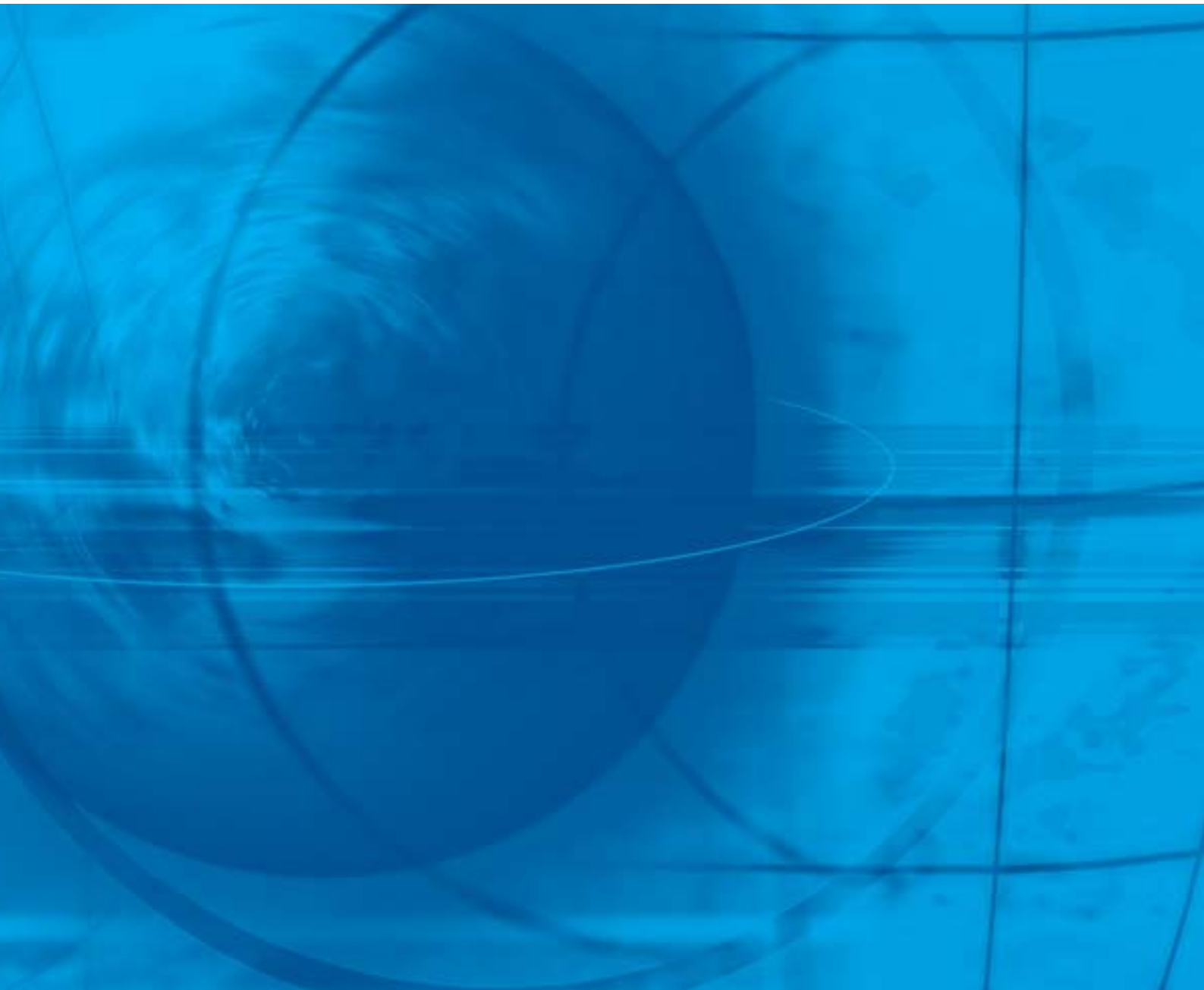
It is a voluntary relief movement not prompted in any manner by desire for gain.

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.



International Committee of the Red Cross

<http://www.icrc.org>

International Federation of Red Cross and Red Crescent Societies

<http://www.ifrc.org>

Standing Commission of the Red Cross and Red Crescent

9-11, La Vy-des-Champs

CH 1202 Geneva

Switzerland

<http://www.redcross.int/>

E-mail: standcom@bluewin.ch