



International Federation
of Red Cross and Red Crescent Societies

Review of Strategy 2010

April 2009

Table of Contents

| | Page |
|--|-------------|
| Executive Summary | 4 |
| Introduction | 5 |
| Strategic Directions | 6 |
| Strategic direction 1 – responsive and focused | 6 |
| Strategic direction 2 – mobilizing the power of humanity | 13 |
| Strategic direction 3 – working together effectively | 17 |
| General findings and analysis | 22 |
| Annexes: | |
| Methodology | 25 |
| References | 27 |
| Discussion papers | 29 |
| Interview lists | 31 |

Acronyms

| | |
|--------|--|
| AIDS | Acquired Immune Deficiency Syndrome |
| CAS | Cooperation Agreement Strategy |
| CBDP | Community-Based Disaster Preparedness |
| DFID | Department for International Development, UK |
| DMIS | Disaster Management Information System |
| DREF | Disaster Relief Emergency Fund |
| ERU | Emergency Response Unit |
| FedNet | International Federation Network (intranet) |
| HIV | Human Immunodeficiency Virus |
| ICRC | International Committee of the Red Cross |
| NDRT | National Disaster Response Team |
| NGO | Non-Governmental Organization |
| NSSA | National Society Self-Assessment |
| OPEC | Organization of the Petroleum Exporting Countries |
| PERCO | Platform for European Red Cross Cooperation on Refugees, Asylum Seekers and Migrants |
| PMER | Planning Monitoring Evaluation and Reporting |
| RDRT | Regional Disaster Response Team |
| VCA | Vulnerability and Capacity Assessment |
| WHO | World Health Organization |

Acknowledgements

This review is based on the work of Stefan Seebacher, who researched the performance of Strategy 2010 meticulously and with great skill and commitment to the International Federation.

We also acknowledge the contributions of 164 participants from National Societies in the working groups of the regional consultation meetings, former and present Board members and staff of the International Federation, 47 representatives of peer organizations and all others who supported the process.

Executive summary

Strategy 2010 was the first attempt to create a strategic plan for the International Federation of Red Cross and Red Crescent Societies (hereinafter referred to as 'the International Federation').

In 1999, the International Federation regarded itself mainly as a relief organization and the International Federation Secretariat (hereinafter referred to as 'the Secretariat') had a very prominent implementation role. The organizational culture and systems were relief orientated. Relationships among different partners within the International Red Cross and Red Crescent Movement (hereinafter referred to as 'the Movement') were not yet defined by a partnership approach. At that time, Strategy 2010 was developed as an aspirational strategy. It introduced a number of important paradigm shifts:

- the need to contribute to the empowerment of communities and vulnerable people;
- the importance of capacity building for National Societies and communities;
- vulnerability as the lens to direct all International Federation activities;
- the desire to focus on common areas of work;
- the need to strengthen ways of working effectively as an International Federation;
- advocacy as an action agenda to be developed.

This review shows that Strategy 2010 laid the foundation for considerable change. New capacities and structures were developed in the Secretariat and in National Societies to generate more debate about principles and values and improve the quality and relevance of operations.

Strategy 2010 was a well-developed and influential strategic document. It facilitated greater coherence in the membership by creating a common language and operational focus. National Societies became stronger and relationships more harmonious. Strategy 2010 encouraged the International Federation to actively engage with the humanitarian sector and contributed to modernizing the organization.

Changing organizational culture and mindsets is never easy to achieve in the short term for any organization, so not surprisingly work remains to be done. The implementation of Strategy 2010 was slow. Dissemination could have been better planned and the International Federation lacked an implementation framework, outlining expectations and roles and responsibilities. It also lacked a performance framework and monitoring dimension, making it difficult to use as a strategic management tool.

Some of these issues were identified during the Strategy 2010 mid-term review. The Federation of the Future forced a drive towards implementation, and the mid-term review outlined a performance framework. Both contributed significantly to the relevance of the overall framework as a strategic management tool, but also made it more complicated to use.

Introduction

Strategy 2010 was the first attempt to create a strategic plan for the International Federation.¹ Strategy 2010 was developed by a Strategic Planning Advisory group, which conducted an intensive consultation process. This group was supported by the Secretariat's PMER unit. A reference group advised on methodologies and reviewed the validity of the strategy. Strategy 2010 was adopted by the General Assembly in 1999.

The result was an ambitious and aspirational document, driving important consensus-based change processes:

- the need to contribute to the empowerment of communities and vulnerable people, leading to a debate on how the International Federation relates to beneficiaries and communities;
- the importance of capacity building for National Societies and communities, introducing an organizational development agenda with longer-term objectives;
- vulnerability as the lens to direct all International Federation activities, triggering a more comprehensive analysis of underlying causes and social factors and ways to address them;
- the desire to focus on common areas as a framework for determining the appropriateness of our action;
- the need to strengthen ways of working effectively as an International Federation, aiming to maximize the opportunities stemming from our global reach and local presence, with a view to developing a true partnership approach;
- advocacy as an action agenda to be developed, with a view to repositioning the International Federation as a humanitarian actor.

At the time when this agenda was introduced, the International Federation regarded itself as a relief organization. The Secretariat had a prominent implementing role within the International Federation. Its structure, culture and systems were in line with the dominant relief-oriented way of working.

Despite this, National Societies also implemented a wide range of economic and social development activities, which were not always supported in the best possible way. This posed significant challenges to the quality of services for vulnerable people and risks to the reputation of the International Federation as a whole.

At the same time, in the late nineties, many National Societies experienced significant organizational challenges: financial and integrity problems, poor capacities, unsuccessful capacity-building efforts and inadequate support. Many National Societies were looking inward and were poorly positioned in their countries.

¹ In this report, the term 'International Federation' stands for the collective of National Societies represented in the General Assembly, while the term 'Secretariat' refers to the Secretariat of the International Federation in Geneva and its field structures. The term 'members of the International Federation' refers to National Societies.

The three strategic directions

Strategy 2010 was structured around three strategic directions:

1. Responsive and focused
2. Mobilizing the power of humanity
3. Working together effectively

Strategic direction 1 – responsive and focused

National Society programmes are responsive to local vulnerability and focused on areas where they can have the greatest impact by:

- working with the capacities, skills and resources of vulnerable people, empowering them to take charge of their lives;
- using and developing tools and skills to understand vulnerability and identify local capacity;
- concentrating on potential impact and comparative advantage as a basis for programme decisions;
- focusing on four core areas of work.

The mid-term review defined success in the first strategic area as:

“Every National Society has identified and defined the main vulnerable groups and their capacity to withstand natural and man-made emergencies and other major health threats and has adjusted its services and activities accordingly.”

Working with the capacities, skills and resources of vulnerable people

Strategy 2010 focused on developing people’s skills and improving their resource base. Vulnerable people were to be approached as being part of the solution to their own problems.

Empowerment

The concept of empowerment was introduced and generally accepted. Many problems were based on this concept, and technical strategies (health and care) were rolled out to further this agenda. ^(42, Int, RCo)

National Societies’ role in the community

The empowerment of vulnerable communities challenged the existing self-perception and role of National Societies. It helped them to see the importance of becoming enablers and facilitators of community action in certain types of programmes. This change affected every aspect of the organization – from volunteers to management to governance. In many National Societies the changes in organizational behaviour and culture are still ongoing.

Beneficiary involvement and accountability to beneficiaries

Some National Societies continue to view themselves primarily as service delivery organizations. Others adopted a mixed approach. If this

focus shift away from service delivery is to mature, continuing efforts are needed to fully implement the transition. ^(Int)

This review found evidence that vulnerable people are still not always fully involved in designing and implementing projects. At present, the International Federation lacks an agreed approach to beneficiary accountability. Beneficiary satisfaction is measured in some programmes. In 2007, 37 per cent of the National Societies reported having an adequate mechanism to measure beneficiary satisfaction. ^(10, 38, Int)

Vulnerability

Prior to Strategy 2010, vulnerability was primarily used to assist in identifying those most affected by disasters. As a result of Strategy 2010, the International Federation started to apply this notion more widely, for example, to projects with longer-term objectives.

*VCA and other
vulnerability
assessment tools*

National Societies now use the 'lens of vulnerability' for programme identification and justification. In the period 2004-2006, 52 per cent of National Societies reported having conducted a VCA. This number stabilized at 53 per cent for the following three years.

The next challenge will be to use VCAs. In the period 2006-2009, 35 per cent of National Societies reported that VCA findings had little or no impact on their programmes. VCA is seen as a time-consuming and resource-intensive tool. The Secretariat responded by issuing several publications and case studies on VCA and refined the instrument. It created a wide range of additional tools applicable to specific contexts and technical areas. ^(11, 12, 13, 14, 15, 62, Int, NSQ)

Potential impact and comparative advantage provides the basis for programme decisions

National Societies now more clearly define their competitive advantage as grassroots volunteer organizations with national coverage and members of the world's largest humanitarian network.

Some National Societies are still faced with the challenge of finding the right approach to complementing government services by keeping in mind the needs of vulnerable people.

Summary

Vulnerability is now a guiding concept to focus the work of National Societies. It is now used beyond the disaster management context. Further efforts are needed to adopt a truly comprehensive application.

The International Federation now bases its programme approach much more on analysis of the capacities of vulnerable people. Considerable efforts are still needed to ensure the meaningful involvement of vulnerable people in the planning, monitoring and evaluation of International Federation work. Accountability to beneficiaries remains an area in need of further consideration and debate.

The core areas

Principles and values

The mid-term review defined success in principles and values as follows:

“The International Federation is distinguished from other organisations by the way it lives its values and principles, is known for standing on the side of vulnerable people and is successful in persuading other actors to change their behaviour. The phrase “mobilising the power of humanity” has real resonance for everyone in the International Federation and outside.”

Fundamental Principles

The Fundamental Principles of the Red Cross and Red Crescent Movement and the Humanitarian Values of the International Federation were primarily treated as training and dissemination activities in the late nineties. Strategy 2010 was intended to encourage the International Federation to promote the Fundamental Principles from the annexes of policy documents and bureaucratic structures to the mainstream and the soul of the organization, by including them as one of the four core areas.

Scope and impact of activities

National Societies promoted principles and values in programmes and anti-stigma and anti-discrimination campaigns and debated them during regional conferences. Many National Societies have disseminated them among volunteers, staff and the general population. In 2005, National Societies spent 10 per cent of their expenditures on the promotion of humanitarian values and reached an estimated 21 million beneficiaries through their programmes. Dissemination of international humanitarian law, supported by the ICRC, was another contribution to the debates. In 2009, the large majority of National Societies reported having carried out promotion campaigns. One third of these National Societies expressed reservations about the impact of campaigns and promotion activities.
(10, Int, NSQ)

Humanitarian values

In a world where discrimination and stigmatization of vulnerable people imposes serious limitations on social peace, it was unclear how the International Federation should act to promote humanitarian values.

National Societies approached this with projects supported by a principles and values department at the Secretariat. This led to global HIV/AIDS anti-stigma and anti-discrimination campaigns, and many National Societies contributed to them. A number of tools have been created and resolutions adopted since Strategy 2010 came into operation.
(30, 43, Int, RCo, RC)

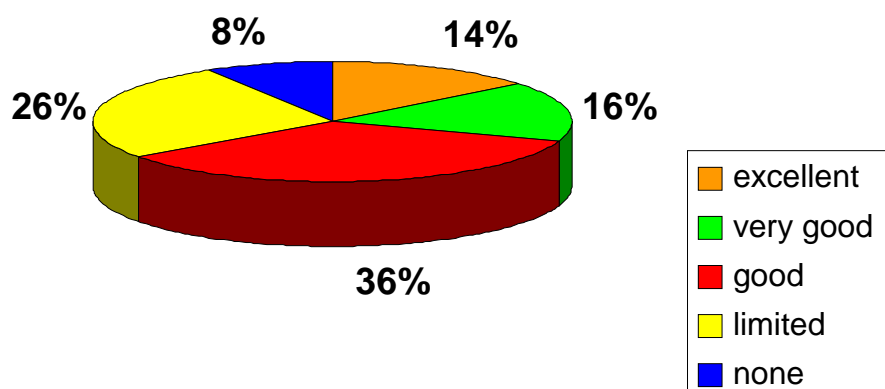
Influencing international humanitarian debate

The Secretariat has chosen a constructive approach to influencing the international humanitarian debate, by selectively hosting and supporting global projects and initiatives appropriate to its own principles, values and policies.

Examples are the 'The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief', cooperation in the 'NGO code of good practice', 'Sphere Humanitarian Charter and Minimum Standards', 'International disaster response law, rules and principles' and the 'World disaster report'.

External credibility depends on our own ability to demonstrate that we actively live by and practise our own principles and values. The International Federation has not systematically demonstrated the impact of its campaigns, projects and resolutions. ^(31, 32, 43, 61, Int, RCo) The only indication stems from the 2008 National Society questionnaires, where National Societies were asked to state their opinions. However, even these results are less than encouraging. There is a risk of us being seen as 'just another NGO', without our own identity and 'brand'.

Impact of Fundamental Principles promotion



Summary

The International Federation has actively sought to promote the seven Fundamental Principles. There is a need to further promote them internally, for instance by reviewing operations more systematically on the basis of principles and values. We need to generate more debate (both internally and in our societies at large) on the dilemmas associated with the delivery of services according to our principles.

Mainstreaming principles and values has not been successful. Treating the heart and soul of the International Federation as a core area of work, the silo of a principles and values department and budget line, may all have been counter-productive to the goal of mainstreaming.

Disaster preparedness and disaster response

Disaster response was seen as the core business of the International Federation in the 1980s and 1990s. Today, health programmes reach almost 50 per cent more people than disaster management activities. In 2007, 46 per cent of the National Societies regarded disaster management as important. These numbers indicate an operational focus consistent with the intentions of Strategy 2010. These numbers

echo indications that the outside world regards the main strengths of the International Federation to be mainly in the area of relief.

The mid-term review defined success in disaster preparedness and disaster response as follows:

“The International Federation is universally recognised as a leading authority, exponent and exemplar of the principles and practice of effective, integrated, disaster preparedness, particularly at the community level; we make a timely, effective, and measurable contribution towards ensuring that the loss of life is minimized, basic needs of people affected by disasters are met in a well-coordinated manner, and a reasonable standard of life is restored as quickly as possible. Beneficiaries are satisfied with the help they receive from us, and other actors value our support.”

Disaster continuum

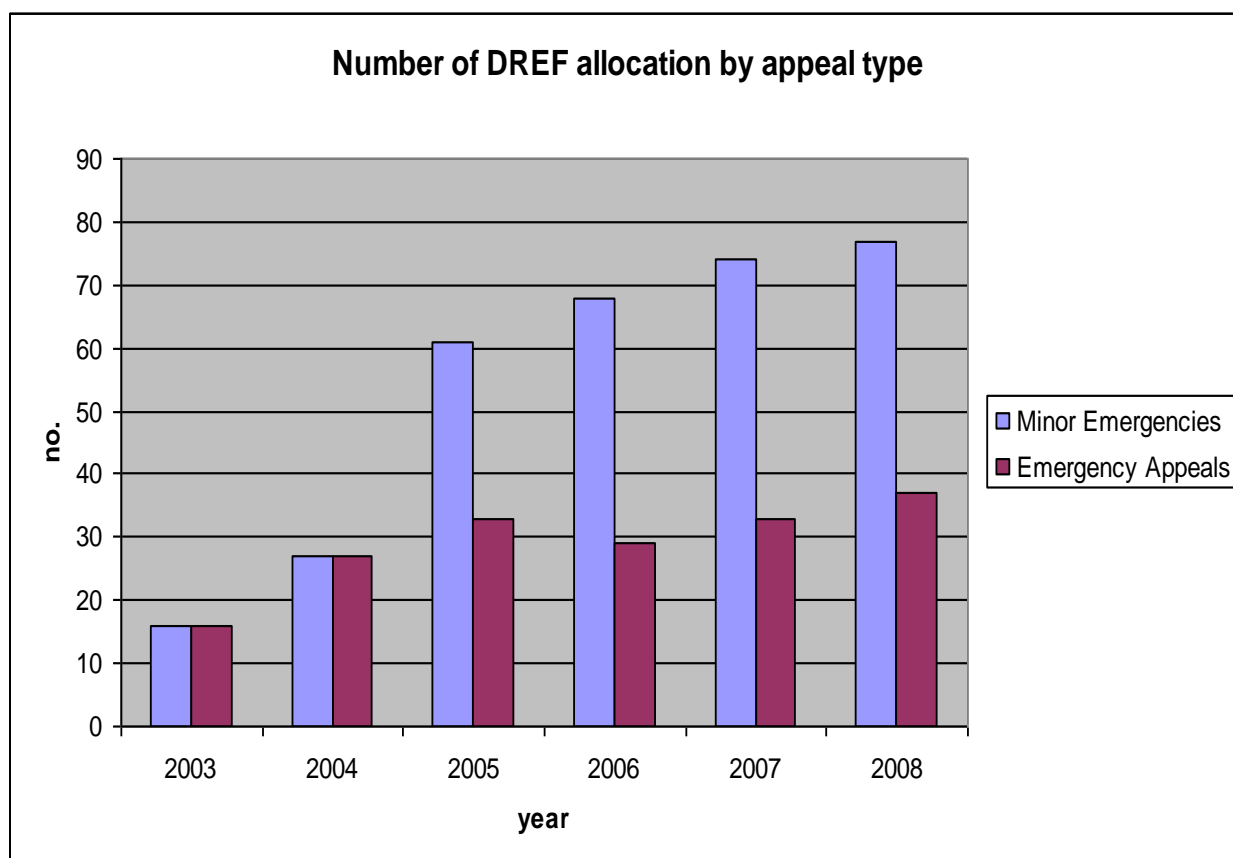
Strategy 2010 distinguished between disaster management, disaster preparedness and disaster response. This facilitated an increase in capacity in disaster preparedness and risk reduction. ^(Int, NSQ). At the same time, it constrained the implementation of a disaster continuum approach, linking relief, rehabilitation, and development.

Disaster preparedness

The large majority of National Societies reported that they were engaged in disaster preparedness activities in 2009, and 41 per cent also reported having carried out advocacy campaigns in the area of disaster preparedness and response. ^(39, 40, 41, 62, Int, NSQ)

Response capacity

As a result of this focus, the International Federation’s disaster response capacity has greatly improved since 1999. More National Societies are now integrated in national emergency response plans. Emergency



Response Units (ERUs), national, regional and global response teams and systems and a preparedness fund (Disaster Relief Emergency Fund) are now firmly established.

Tsunami

The most challenging disaster management operations in the decade were those undertaken to deal with the Tsunami of December 2004. Scale, complexity and expectations were far beyond any natural disaster ever responded to by the International Federation before.

Recovery

A review of operations concluded that the International Federation successfully met the enormous challenges. It also identified several areas for improvement (fundraising, communication, coordination, knowledge management, accountability to beneficiaries, human resources and organizational development and recovery).^(34, 36, Int)

Leadership and external pressure

The massive scale of the tasks and expectations posed considerable challenges for National Societies to remain in the lead. Success proved to depend on a range of factors (e.g. leadership, external donor pressure and internal context), rather than on a systematic approach to capacity building through relief.^(35, Int)

A 2006 review of recovery operations raised concerns over the capacity of the International Federation, especially in large-scale disasters. The Secretariat developed capacities and external partnerships. It created a shelter department and several specialized recovery positions. The International Federation is now also the lead agency of the global emergency shelter cluster (natural disasters).^(38, Int)

Standards

The Sphere Project Humanitarian Charter and Minimum Standards were widely distributed and integrated through training sessions during the first half of the decade. However, there has been no systematic verification of the implementation of Sphere.^(31, Int)

Gaps in the area of disaster management

Some National Societies found that there could have been more emphasis on disaster risk reduction and restoring livelihoods in Strategy 2010.

Summary

- Since the launch of Strategy 2010, disaster preparedness and relief capacities have improved considerably.
- The International Federation has established tools and a relief network.
- It is a well-recognized actor in the field of disaster response and shelter.
- Fundraising during disasters, communication, coordination and knowledge management remain areas for further improvement.

The International Federation has yet to fully link relief, recovery, rehabilitation and development into its approach to programme design. It has taken a lead role in the development of the Sphere standards, but has yet to monitor implementation systematically.

Many National Societies are active in community-based disaster preparedness (CBDP). The area of meaningful involvement of beneficiaries and accountability to beneficiaries needs further attention.

Health and Care

The mid-term review identified success in health and care as follows:

“The International Federation is recognised as an effective provider and mobiliser of health and care to vulnerable individuals and communities affected by health emergencies or other disasters or where there are gaps in public health provision.”

Health as a core area

The identification of health and care as a core area in Strategy 2010 led National Societies and the Secretariat to restructure and develop their health departments.

Health and care is currently the second operational pillar of the Red Cross and Red Crescent, and National Societies now prioritize this work. In 2007, the health programmes of National Societies reached an estimated 83.5 million beneficiaries, and National Societies spent 27 per cent of their resources on this work. Because of the nature of long-term health interventions, there was often a lack of visibility and internal and external recognition. ^(10, Int, RCo)

The mid-term review found that health was the least clearly defined core area. This can perhaps be attributed to the fact that the Secretariat hosted two competing health departments in 1999, viz. relief health and community health. In 2000, the two health departments merged, which allowed for a comprehensive public health approach. However, this approach was not formulated explicitly in Strategy 2010 and remnants of the existing ambiguity continued. ^(3, 63, Int)

Health and care strategy

In 2006 and on the recommendation of the mid-term review of Strategy 2010, the Health and Care Commission and the Secretariat's Health and Care Department developed the health and care strategy. This strategy focused on capacity building, social mobilization, partnerships and health in emergencies, advocacy and community empowerment. Although the strategy was only launched recently, 30 per cent of National Societies reported that they already followed all six directions of the health and care strategy, and 14 per cent followed at least one direction in their national plans. ^(42, Int, NSQ)

Partnerships in health

The promotion of health as a core area and increased capacities led to many new global and national partnerships. In 2008, a large majority (79 per cent) of National Societies reported active cooperation with health authorities. ^(47, 48, Int, NSQ)

Vertical programmes

Vertical and integrated programmes

The Health and Care Department encouraged National Societies to seek partnerships at the global level in order to address global needs with a vertical programme approach. These programmes are having a

documented impact on saving lives (e.g. International Federation mosquito net distribution programmes averted more than 280,000 malaria deaths between 2002 and 2007) and improved the reputation and credibility of the International Federation as an important global health actor.

Integrated community-based programmes

The health and care strategy prioritized integrated community-based programmes. It developed an array of tools to support National Societies in the implementation of these programmes. The programmes also had a positive impact on the development and maintenance of volunteer networks. ^(42, 45, 47, 48, Int)

Health as an innovative force

Health programmes also spearheaded the implementation of new concepts (empowerment of vulnerable people in HIV/AIDS, community-based health and first-aid programmes, partnership with the Global Network of People living with HIV and AIDS, Global Alliance on HIV and AIDS, advocacy against the stigmatization of HIV and AIDS and tuberculosis, community-based approaches in water and sanitation, focus on volunteers and communities in the African Red Cross/Red Crescent Health Initiative and capacity building in health – regional health programme for South East and East Asia). ^(43, 44, 49, Int)

Gaps in the area of health and care

Those developing Strategy 2010 missed two major health issues in 1999, viz. the HIV/AIDS pandemic and the social aspects of National Society work, which were addressed later. HIV/AIDS was identified as an organizational priority in the General Assembly in 2001, and social work was included in the health and care strategy. However, there are still concerns that the health and care strategy is not comprehensive enough and excludes important National Society activities (e.g. care, clinical work, blood). The debate on the relative emphases on curative care and public health continues. ^(Int, RC, NSQ)

Summary

Defining health as a core area encouraged National Societies to provide significant contributions to their respective public health systems. This empowered communities to take responsibility for their own health and filled service gaps for vulnerable people in the systems. There is potential to further strengthen this approach.

The International Federation demonstrated that it is able to respond to or prepare for large pandemics (HIV/AIDS and human avian influenza) and established itself as a reliable partner for many international health organizations.

Strategic direction 2 – mobilizing the power of humanity

This direction was designed to improve the functioning of National Societies to enable them to carry out their humanitarian mission more effectively and contribute to the building of civil society.

The International Federation designed activities to encourage National Societies to:

- use the characteristics of a well-functioning National Society as the framework for capacity building;
- stimulate staff, volunteer and governance diversity;
- invest in volunteer management;
- develop their own resource mobilization capacity;
- improve internal and external communication.

The mid-term review identified success in the second strategic direction as:

“Each National Society meets the success criteria and performance indicators for the four core areas, has growing resources (including volunteers) and credible, transparent and accountable governance and management. The International Federation and its members are regarded as the partners of choice by governments, other civil society actors and international organizations, and by the communities we serve.”

Achieving the characteristics of a well-functioning National Society

National Society self-assessment

The characteristics of a well-functioning National Society are a comprehensive set of criteria ranging from statutes to performance. National Societies used them to self-assess progress in institutional development, demonstrated by the high rate of participation in the National Society self-assessment process.^(3, Int) The last round of National Society self-assessment in 2006 indicated progress in many areas over the last 10 years, particularly in financial management, image protection and accountability and transparency.^(15, I, RCo)

Leadership

It is not clear to what extent progress can be attributed to our capacity-building approach. There is a growing view that National Society leadership is crucial for the success of change processes. However, the International Federation has no specific policy or agenda for leadership development.^(Int)

Integrity

Strategy 2010 was developed at a time when the International Federation was plagued by a number of integrity problems. The strategy called for urgent action, and National Societies collectively developed a clearer understanding of accepted standards of performance and behaviour. The review of the International Federation’s Constitution led to the establishment of the Compliance and Mediation Committee, which

has taken on this agenda. The majority of National Societies have clarified the separation of management and governance. ^(5, 15, Int)

Governance The mid-term review identified a number of governance issues as areas of concern and even now some National Societies have still not developed appropriate governance arrangements. ^(3, Int)

Auxiliary role The relationship of National Societies with their respective governments remains one of the main challenges. In order to assist National Societies to defend humanitarian space and function as auxiliaries to their governments, the International Federation publication defined the characteristics of a balanced relationship. More work is needed to apply them to the different national contexts. The National Society self-assessment report identified integrity as a priority area for further improvement. ^(15, 16, Int, RC)

Volunteers

One of the main achievements of Strategy 2010 was to direct the collective focus towards the heart of the International Federation, its delivery capacity, its credibility when speaking out, in other words, its most important competitive advantage: volunteers.

Volunteer policy and tools A volunteering policy was developed in 1999 in recognition of the importance of volunteers, followed by tools like the 'Volunteering policy implementation guide', 'Voluntary service', 'Volunteer management cycle' and 'Volunteerism and legislation: a guidance note'. By 2007, over 50 per cent of National Societies had adopted a volunteering policy and almost the same percentage had volunteer development plans. ^(50, 51, 52, 53, 55)

Volunteer numbers A considerable obstacle to volunteer management is the International Federation's inability to quantify its most strategic asset due to our inability to agree on a common definition and differences in data collection. Some National Societies had very little information regarding volunteer numbers. The estimated number of volunteers actively engaged in programme delivery was an estimated 13.38 million in 2007. ^(19, Int, NSQ) However, this number is highly unreliable.

New types of volunteers The implementation of long-term disaster management and health programmes requires volunteers with different skills and different types of backgrounds, and this has consequences for support.

In some National Societies, people from certain segments of society are underrepresented in the volunteer base: younger and middle-aged professionals or members of minority groups. In order to become more attractive to these groups, National Societies needed to rethink opportunities, incentives and approaches to volunteering. Some National Societies identified volunteer retention as a critical issue and have invested in training, placement and support. ^(55, Int)

Volunteering in emergencies Wherever a disaster strikes, there are always dedicated Red Cross and Red Crescent volunteers taking action and providing assistance. Years of investment in volunteer training and the image and reputation of the Red Cross and Red Crescent in emergencies is still the most successful

way to attract volunteers, including volunteers for preparedness and recovery phases. ^(56, Int)

Volunteer support systems

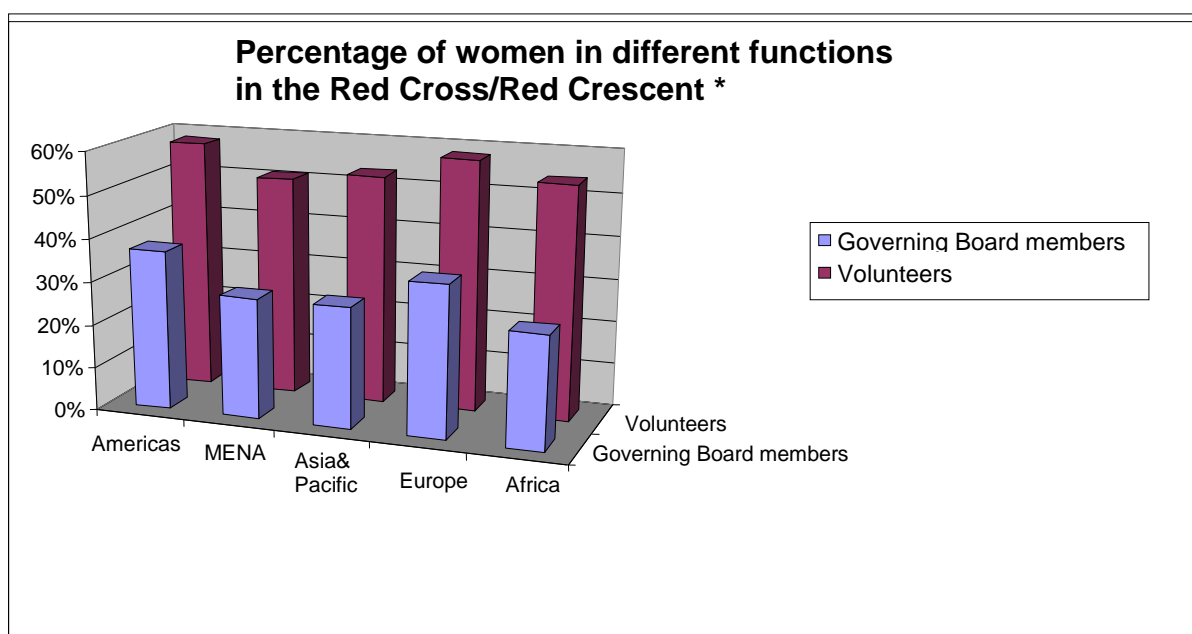
Psychological support, insurance and material incentives were the main items missing from the support systems. The Masambo Fund provides important support for Red Cross and Red Crescent volunteers and staff in need of anti-retroviral treatment. ^(55, Int)

Volunteer involvement in decision processes

The involvement of volunteers in the decision-making process was largely limited to the Board (composed of volunteers) level and needs further development. ^(Int)

Diversity

At the beginning of the millennium, there was very little diversity in the volunteer base of the International Federation. Those in decision-making positions often did not reflect the makeup of the population.



Gender and youth

Strategy 2010 encouraged National Societies to improve diversity, but gender balance in governance and management remains a challenge. In 2009, 22 per cent of National Societies initiated active measures to promote diversity in their volunteer base.

The representation of youth has improved in some National Societies and in the International Federation. The new Constitution reserves a seat for youth on the Governing Board. ^(5, 55, NSQ)

Representation of minority groups

Representation of minority groups in executive and governance positions in National Societies remains a major challenge. This has serious implications for the International Federation’s public image and the relevance and quality of its programmes. ^(55, Int)

Capacity building

Organizational capacity building

Organizational capacity building was identified during the 'Learning from the Nineties' process as an area needing substantial attention. Strategy 2010 outlined a capacity-building agenda based on the critical importance of well-organized National Societies. This resulted in a collective engagement in the area of capacity building. It also allowed for the mainstreaming of debates on capacity building. Not many tools were developed other than the 'capacity building framework'.^(2, 67, Int)

National Society capacities

We have indications that the capacities of many National Societies have improved considerably since 1999. This can be attributed to Strategy 2010, leadership, general development within countries and external incentives.^(15, Int)

Resource mobilization

Resource mobilization was identified as an area of concern in the mid-term review. In the last ten years, considerable efforts were made to link the International Federation and National Societies to new funding sources (e.g. the Global Fund to Fight AIDS, Tuberculosis and Malaria, OPEC and DFID).

In 2005, only 60 per cent of National Societies felt that they had an adequate funding base. Over the past three years, National Societies reported a median increase in income of 28 per cent. In countries with a high Human Development Index, the median increase in income was 39.2 per cent, while in countries with a low Human Development Index it was 176 per cent (adjusted for inflation), suggesting some improvements in this area.

In recent years, tools were developed (analysis of funding opportunities and draft resource mobilization strategy) as part of the implementation of a Federation-wide resource mobilization support system. There is considerable uneasiness concerning the level of preparedness for the impact of the present financial crisis. The issue of self-sustainable National Societies remains a major concern.^(58, 59, Int, NSQ)

Communication

Communication was considered to be one of the weak points in 'Learning from the Nineties' and in several evaluations. In 2007, the International Federation launched its communication and advocacy strategy 2007-2010,^(60, 34, 43, Int) although its impact has not been measured.

Summary

In order to face the humanitarian challenges of the decade, it was essential to strengthen National Societies. The largely externally driven transparency and accountability agenda supported the Strategy 2010 agenda for strengthening National Societies.

Strategy 2010, leadership commitment to change and external pressures have all contributed to creating a supportive climate for

improving the capacities of National Societies over the last 10 years. Financial accountability, transparency and integrity have improved. Upholding the principle of independence in the context of their role as auxiliaries to the government has remained a challenge for many National Societies. Similarly, many governance, volunteering and financial resource mobilization issues continue to be areas of concern. Overall though, National Societies have become more attractive partners for the outside world.

Strategic direction 3 – working together effectively

Strategy 2010 aimed to improve cooperation in the following areas:

- programme cooperation;
- sub-regional cooperation;
- result-oriented cooperation strategies;
- linking domestic and international expertise;
- long-term partnerships;
- better and more consistent bilateral contacts with governments;
- mobilizing people and influencing decision-makers.

The mid-term review identified success in the third strategic direction as:

“Acting as one organization, sharing the same values, a sense of collective responsibility and determined to maximise the full potential of our global reach and resources, in order to achieve the greatest impact for our beneficiaries, and the greatest influence on other actors. All National Societies are equally valued and respected as members of the worldwide Red Cross Red Crescent Movement”.

Programme cooperation

Cooperation models

Strategy 2010 emphasized the concept of ‘working as an International Federation’. Cooperation should be based on mutual respect, fairness and partnership. ^(4, 27, 28, Int)

At the beginning of the decade, motivated by Tsunami operations, many National Societies from affluent societies established or strengthened their ‘international departments’. According to some, these departments essentially managed the grants with which they funded their donors’ priorities in the countries of partner National Societies.

As a result of Strategy 2010, a wide range of models for cooperation emerged (consortia, operational alliances, global alliances). The ‘Federation of the Future’ incorporated the development of the concept of ‘operational alliance’, which emphasized coordination on specific themes or operations based on early inclusion of all partners in the planning process. This concept was further developed into alliances on specific issues (e.g. Global Alliance on HIV and AIDS) at the global level.

Prior to the start of the millennium, the main approach for Federation operational cooperation was the CAS. It provided Host National Societies with an effective coordination tool for their international assistance. CAS was regarded as a complicated tool, requiring the Host National Societies and their international partners to be clear on strategic directions and openness for joint planning.

Strategy 2010 gave rise to the notion of partnership, based on recognition of other resources besides finance. Despite this, the politics of resource flows continued to dominate the nature of National Society cooperation.

In 2008, National Societies listed the following main constraints for more appropriate partnerships:

- lack of trust;
- lack of respect;
- lack of Host National Society capacity;
- integrity problems in Host National Society;
- lack of clarity as to the roles and responsibilities of each partner;
- weak Secretariat capacity;
- lack of standardized procedures.

The document 'Principles of good partnership', a recommendation from the Strategy 2010 mid-term review, aims to create a better balance of power, influence and mutual respect. ^(3, 6, 25, 26, Int, NSQ)

Knowledge management

According to many reviews and evaluations, knowledge sharing is one of the priority areas to be developed. However, knowledge management was not explicitly mentioned in Strategy 2010.

There is an enormous amount of expertise available and large amounts of information produced by National Societies and the Secretariat on a constant basis. However, this knowledge is often not available when and where it is needed. In the previous decade, a large number of tools (systems, policies, strategies, guidelines, manuals and case studies) were developed by various Secretariat departments, but follow-up and dissemination to National Societies was ad hoc.

Knowledge sharing and management were regarded as requiring mainly technical solutions. FedNet and DMIS improved the situation to a certain degree, but the International Federation has failed to utilize the full potential of new technologies and initiate a change in the organizational culture in order to develop knowledge sharing and create an environment for innovation.

There is no Federation-wide system of sharing knowledge (e.g. good/best practices) in place. Knowledge management has been a missed opportunity for the International Federation, which has not managed to become a learning organization. ^(3, 34, 57, Int)

Sub-regional cooperation, networks and centre of expertise

Regional cooperation and networking improved during the previous decade. The strengthening of regional delegations and the creation of the new operating models within the zones are testimony to how the uniqueness of each region and zone is valued.

Some initiatives have been led by National Societies, for instance the European Union liaison office in Brussels and the New Partnership for African Red Cross and Red Crescent Societies. In the case of other initiatives, like the RDRT and the envisaged global response network, the Secretariat played a strong supporting role.

There were some concerns that networks and centres were operating independently and were not effectively linked and aligned with the International Federation or the Secretariat. Their mandate, functions and agenda were not always clearly defined. In the absence of a collectively agreed framework, some of the initiatives did not achieve their full potential. Balancing the International Federation's identity and relevance with recognition of the unique attributes of regions and zones (allowing them to identify their own priorities and strategies) will always remain a challenge. According to many, this has been successfully managed over the last decade. ^(4, 18, 33, Int, RC)

Result-oriented cooperation strategies

There has been little activity around this agenda, but the creation of operational alliances is one of the examples of results-oriented cooperation. ^(28, Int)

Linking domestic capacities with international programmes

A primary concern of National Societies from more affluent societies was closer integration of international department programmes with domestic programmes and expertise.

Some European National Societies have formed networks and working groups, composed of domestic experts, which discuss common concerns. Some National Societies have integrated their international technical expertise in the domestic setting, but the impact of this reorganization still needs to be evaluated. ^(Int)

Long-term partnership and funding

At the end of the previous millennium, funding was mainly generated from within the International Federation, although the Secretariat was developing global funding and partnerships (e.g. DFID, NESTLE, WHO, OPEC, co-chair of the inter-agency standing committee on the emergency shelter cluster working group and the Global Fund to Fight AIDS, Tuberculosis and Malaria).

Many National Societies are now working more closely with governments. In 2008, 79 per cent of National Societies reported relationships with their ministries of health, 46 per cent with NGOs and universities, 29 per cent with the UN system and 16 per cent with the

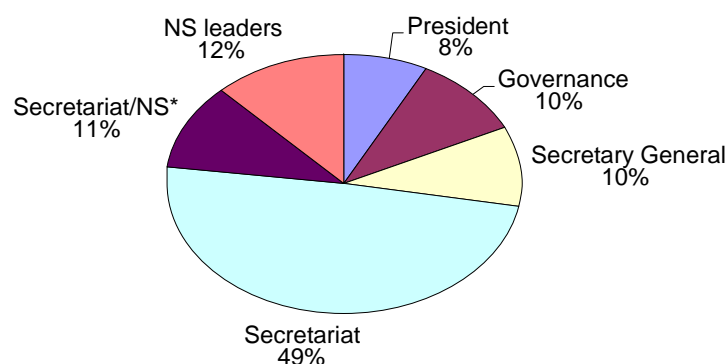
private sector. A number of National Societies participated in the country coordinating mechanism of the Global Fund to Fight AIDS, Tuberculosis and Malaria. ^(Int, NSQ)

Mobilizing people and influencing decision-makers (humanitarian diplomacy and advocacy)

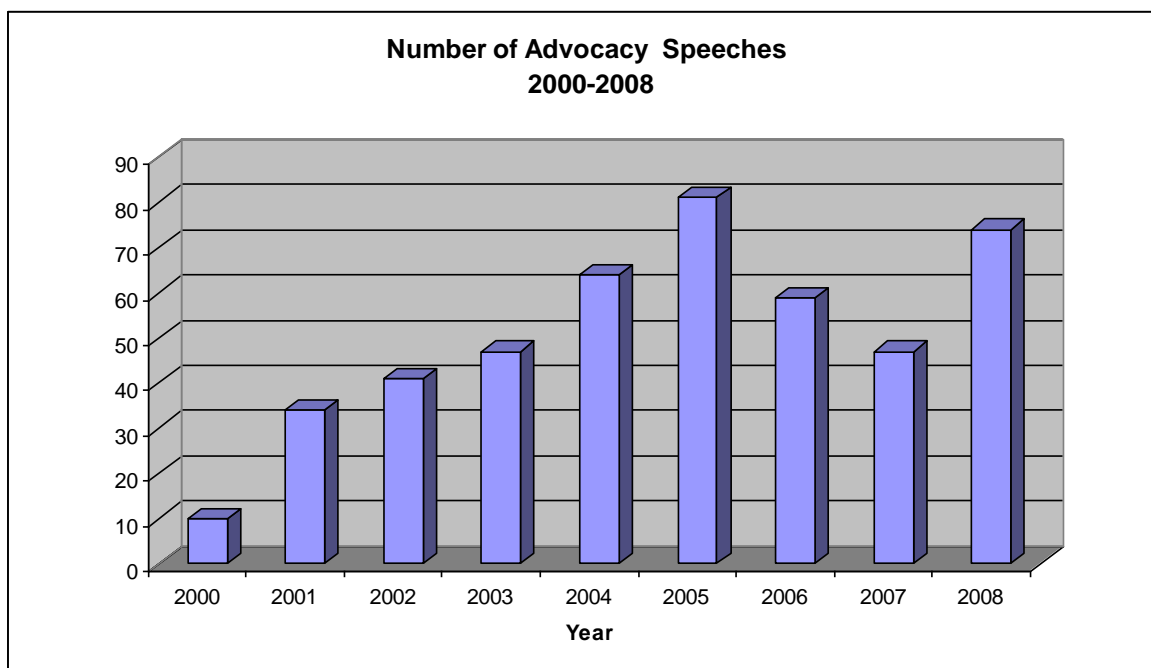
There is tremendous potential for the International Federation to influence the humanitarian agenda more effectively, by mobilizing its credibility, viz. speaking out on the plight of vulnerable people, as witnessed by our volunteers.

This potential has not been fulfilled over the last decade. Strategy 2010 identified the need for 'humanitarian diplomacy', but not much was done to promote this. That said, there are indications of an increased number of advocacy messages and statements. However, there is still a need for improvement in terms of consistency and approach throughout the International Federation.

Sources of advocacy speeches



In 2008, National Societies organized advocacy campaigns on programmatic issues related to principles and values (95 per cent), health (80 per cent) and disaster preparedness and response (41 per cent).



Despite this, many themes are often not sufficiently and systematically addressed throughout the different layers of the International Federation. It may be that terms like ‘diplomacy’ and ‘advocacy’ act as deterrents to speaking out at the lower levels, as they suggest the need for special skills.

Most advocacy messages are delivered by the Secretariat. National Societies find it difficult to take advantage of their auxiliary role, whilst at the same time urging governments to act according to humanitarian principles.

The International Federation has not always been able to live up to its own messages, be it in fair partnership with vulnerable people, in non-discrimination of HIV-positive people or with beneficiaries. This may have had a negative impact on its credibility. ^(43, Int, NSQ, RC)

Summary

During the last decade, the International Federation has come closer to the aim of acting as a true International Federation. There has been, to a certain degree, a fairer relationship between the members of the International Federation. The variety of cooperation models and tools for better partnership relations has increased. National Societies have become more actively involved within their societies in terms of fundraising and partnerships. In terms of advocacy, the International Federation has not fully utilized its potential to influence the humanitarian agenda and other actors.

General findings

- Strategy 2010 was a well-developed and influential document. It served as a basis for cohesion among members by creating a common operational framework and language.

- In 2005, 84 per cent of National Societies engaged in long-term planning, and 96 per cent of these National Societies used Strategy 2010.
- Strategy 2010 enabled the International Federation to become more focused on the organizational development of National Societies and the strengthening of community institutions.
- Strategy 2010 supported important changes in the way we cooperate in the International Federation. It had a positive effect on external perceptions of the International Federation as a professional humanitarian organization. ^(9, Int, RC)

Concept of common core areas

The decision to focus operations on four core areas was appropriate. It provided the basis for targeted investments in support, capacity building and expertise in common areas.

The interpretation of the core areas was sometimes dogmatic and caused the domestic programmes of many National Societies, particularly those in more affluent societies, to be excluded from Federation-wide support, debate and scrutiny. ^(Int, RC)

The choice to translate the core areas into structure led to bureaucratic 'silos' in the Secretariat and National Societies.

Presentation of Strategy 2010

Strategy 2010 remains best known for the four core areas, but other important elements seem to have been easily forgotten by many. ^(Int, RC) The structure of the document was not very clear, making the underlying concepts and structure difficult to comprehend. This did not facilitate the dissemination of Strategy 2010 to National Society management and branches. The use of visual aids helped to clarify the complexities to a certain extent. A short summary of the framework would have contributed towards this as well. ^(Int)

Implementation

Strategy 2010 took 3-5 years to break through fully and to start having an impact on the strategic plans of National Societies. Dissemination of the document was slow and resources to support implementation were lacking during the early years.

One difficulty faced by an International Federation of autonomous National Societies is that strategic planning timeframes vary from one National Society to another, which in some cases meant that Strategy 2010 could not be considered as a guiding document until half-way into the decade.

International cooperation

Compliance with Strategy 2010 was a requirement for inclusion of programmes in the international annual appeal. This greatly encouraged the adoption of the strategy on the one hand, but also reinforced perceptions that Strategy 2010 was primarily targeting international cooperation and those receiving international funding.

National Societies benefiting from international appeals were perceived to be forced into Strategy 2010. More affluent National Societies had the luxury to choose only those elements which suited their national context and to maintain programmes which were not included in the core areas.
(Int, RC)

Support from the Secretariat

No specific implementation support was planned for Strategy 2010. The busy change agenda, a lack of priority setting and high turnover of essential staff were further constraints that hindered implementation. The lack of implementing mechanisms and poor clarity on roles and responsibilities were additional obstacles.
(Int, RC, NSQ)

Performance framework

Strategy 2010 established a Federation-wide evaluation system as an expected result, but despite a strong push from the PMER department, the system was not set up. Strategic performance and accountability frameworks would have allowed the Governing Board to monitor progress in implementing Strategy 2010 and arguably pushed for stronger strategic management and implementation.

Federation of the Future

The resulting implementation void led to the 'Federation of the Future'. This process was designed to address the aims of Strategy 2010 and ensure that the Federation remained relevant and effective as an organization.

The Federation of the Future report reflected the outcomes of a two-year consultation and analysis process concerning the main external and internal issues facing the International Federation. The Global Agenda focused on the core areas of Strategy 2010 and on capacity building and organizational development. The Federation of the Future identified ten areas for improvement and the Secretariat adopted a new operating model. To monitor progress of the Global Agenda, the International Federation organized a baseline survey, which was completed in 2007, although the resulting performance framework was not implemented.

The Federation of the Future process caused intensive discussions and led to change processes in the Secretariat, aimed at providing better services to the National Societies. Unfortunately, the Federation of the Future, Strategy 2010 and the Strategy 2010 mid-term review provided a framework that was too complex to be of much use as a set of strategic management tools for National Societies.

General analysis

Projected changes were visionary and challenging, but new elements and approaches need time to be widely accepted and implemented.

This review found that the International Federation was particularly successful in changing strategic aspects of operational and institutional capacity, structure and systems. Less progress was made in the areas where changes of mindset, approaches and organizational culture were an important factor. Areas requiring changes in National Society management and governance proved to be most resistant to change, although at least some progress was made.

| Operational areas, systems and structures | Changes in approaches, behaviour, mindsets and organizational culture | Changes in management and governance |
|---|---|--------------------------------------|
| Capacity in health | Integrity | |
| Capacity in disaster response | Diversity | |
| Capacity in disaster preparedness | External relations | |
| Capacity of National Societies | ICRC | |
| Principles and values | | |
| Networks and centre | Capacity building through relief | |
| Holistic approach | | |
| | Accountability to beneficiaries | |
| Models of cooperation | Advocacy | |
| | Mode of cooperation | |
| Volunteers | | |
| | Resource mobilization | |
| | Role in the community | |
| | Empowerment | |

| | | |
|---------------|-------------------|---------------|
| Good progress | Moderate progress | Less progress |
|---------------|-------------------|---------------|

Methodology

The review was implemented by an external consultant supported by the PMER department and a group of interviewers.

It applied different data collection strategies such as multiple data sources, triangulation and external reviews in order to obtain high-quality qualitative data that was credible, trustworthy, authentic and fair to the people and the organization studied.

The review included the internal and external context of the International Federation to the degree necessary for an overall understanding of the findings.

It was designed to use six sources of information:

- a National Society questionnaire;
- document review;
- discussion papers;
- structured interviews (Board members, peer organizations and senior Secretariat staff);
- outcomes from discussions in the Strategy 2020 regional consultation meetings;
- input from an electronic discussion forum and electronic feedback.

National Society questionnaire

The Strategy 2020 working group developed a questionnaire which was sent out to obtain inputs for the Strategy 2020 development process. The questionnaire was piloted in a small group of National Society representatives and then sent out to all National Societies. A total of 112 out of 186 National Societies responded to the questionnaire. Of the 17 questions, 15 dealt with Strategy 2010 or developments in recent years. The answers to these questions were coded and analysed.

Document review

A list of reference documents was developed for the 2020 process. Later, several more documents were added to the reference list. The documents are referenced in the text. Commitments made at recent regional conferences were mapped and compared with the content of Strategy 2010.

Discussion papers

As part of the planning process for 2020, external and internal peers were invited to provide discussion papers on an anonymous basis by 10 March 2009. The consultant conducted a content analysis of all discussion papers on present and future trends, emerging issues and recommendations (list attached). The outcome of the analysis was used for triangulation and not as standalone information.

Structured interviews

Internal stakeholders

All former and present members of the International Federation's Governing Board and senior Secretariat staff during the last decade were invited for interviews. The participants in the interviews had either face-to-face or telephone interviews which

lasted, in general, an hour and a quarter. One participant replied in writing to the questions (interview list attached). There were structured interview guides developed for each type of stakeholder. The questions were mailed beforehand, together with a one-page reference summary of the headings of Strategy 2010. The interviews were offered in English, Spanish, French or Russian. The interviews were the subject of a qualitative and quantitative analysis, and the consultant applied an emergent theme technique to receive more in-depth information on specific common themes. The interviews were coded and used for a quantitative analysis as well.

External stakeholders

Peer organizations and the ICRC were interviewed as part of the Strategy 2020 planning process. Transcripts of the retrospective parts of the interviews were analysed. In addition, two interviews with senior ICRC staff were conducted specifically for the review of Strategy 2010.

Regional consultation meetings

Regional consultation meetings were conducted to ensure the relevance of Strategy 2020 to National Societies. In these meetings, participants also conducted a short review of Strategy 2010, which was included in this review.

Input from the e-discussion forum and electronic feedback

Questions were posted in the Strategy 2020 section on 'Facebook'. Participation in the e-forum was very limited. The electronic feedback received through an email address – S2020@ifrc.org – dealt mainly with the development process and the drafting of Strategy 2020. The consultant received only two comments on Strategy 2010.

Bias

Sample bias

All samples were analysed in order to detect possible biases and co-factors (region, stage of development according to the Human Development Index). When a bias was detected, active steps were taken to correct the sample. The text of the review states where this was not possible.

Recall bias

The discussion on various drafts of Strategy 2020 influenced what participants and interviewees recalled and focused on. The team tried to minimize this influence by avoiding specific discussions on the various drafts and by providing a summary reference sheet of Strategy 2010.

Inter-interviewer bias

When interviews were conducted by several persons and in different languages, every effort was taken to assure a high degree of alignment.

Confidentiality

All interviews were conducted in confidentiality in order to promote the free expression of thoughts.

Information is quoted by issue but not by person or National Society.

References

1. Strategy 2010 (International Federation, 1999)
2. Strengthening National Societies and delivering more effective service: A change strategy for the Secretariat (International Federation, 2003)
3. Mid-term review of Strategy 2010 (International Federation, 2005)
4. The Federation of the Future (International Federation, 2006)
5. Constitution (revised and adopted by the 16th Session of the General Assembly, Geneva, Switzerland, 20-22 November 2007)
6. Code of good partnership for the International Red Cross and Red Crescent Movement (draft)
7. Millennium Development Goals (United Nations)
8. In support of the Millennium Development Goals (International Federation, 2006)
9. Humanitarian futures briefing paper (2007)
10. A baseline survey of National Society programming (Gallup 2007)
11. What is VCA? An introduction to vulnerability and capacity assessment (International Federation, 2006)
12. How to do a VCA: A practical step-by-step guide for Red Cross Red Crescent staff and volunteers (International Federation, 2007)
13. VCA toolbox with reference sheets (International Federation, 2007)
14. Better Programming Initiative (International Federation, 2003)
15. National Societies Self-Assessment 2002-2006 report (International Federation, 2007)
16. National Red Cross Red Crescent Societies as auxiliaries to the public authorities in the humanitarian field (International Federation, 2003)
17. Characteristics of Well-Functioning National Societies (1995)
18. One for All and All for One (Tufts University, USA, 2004)
19. 18th Inter-American Conference of the Red Cross Guayaquil Commitment
20. 5th Conference of Middle East and North Africa Red Crescent and Red Cross Societies – Marrakech Declaration
21. 6th Pan African Conference - Algiers plan of action
22. 7th Asia and Pacific regional conference – The Singapore Declaration
23. 7th European Regional Conference - Istanbul Commitments
24. 7th Pan African Conference - Johannesburg Commitments
25. CAS guidelines and tool kit (2007)
26. CAS lessons learned (1999-2006)
27. Understanding the new operating model
28. Operational Alliance pamphlet
29. The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
30. Seven steps for seven principles (2002)
31. NGO code of good practice (2004)
32. Sphere, Humanitarian Charter and Minimum Standards in Disaster Response (2004)
33. Disaster management review (2005)
34. Learning from the Tsunami mid-term review (2007)
35. Tsunami Response – scaling-up without harm (Leopold, 2005)
36. Tsunami four-year progress report (2008)
37. Guidelines, International Disaster Response Laws, Rules and Principles programme (30th International Conference of the Red Cross and Red Crescent, 2007)

38. Review of International Federation recovery operations (2006)
39. Disaster response and contingency planning guide (2007)
40. Disaster risk reduction and the International Federation (2006)
41. Guidelines for emergency assessment (International Federation, 2005)
42. Global health and care strategy (2006-2010)
43. 8,000 every day – evaluation of the HIV and AIDS global programme (2005)
44. Spreading the light of science (International Federation, 2003)
45. The International Federation software tools for long-term water and sanitation programming (2007)
46. Guidelines on the reception of asylum seekers (Platform for European Red Cross Cooperation/International Federation, 2001)
47. Partnering for community impact (2000-2007)
48. In support of the Millennium Goals (International Federation, 2006)
49. African Red Cross and Red Crescent Health Initiative 2010 (International Federation, 2000)
50. International Federation volunteers policy (1999)
51. Volunteering policy implementation guide
52. Voluntary service: Volunteer management cycle
53. Volunteerism and legislation: A guidance note (2004)
54. Cultural diversity in your organisation (Platform for European Red Cross Cooperation/International Federation, 2004)
55. Taking volunteers seriously (International Federation, 2007)
56. Volunteering in emergencies (International Federation, 2007)
57. Knowledge management assessment, report on knowledge management in the Health and Care Department (internal working document, 2008)
58. Fundraising and resource mobilization market research analysis (Dahlberg, 2007)
59. Resource mobilization draft strategy (2008)
60. Communications and advocacy strategy for the International Federation (2007-2010)
61. World Disasters Report 2007, focus on discrimination
62. World Disasters Report 2004, focus on community resilience
63. World Disasters Report 2000, focus on public health
64. Policy on ICRC cooperation with National Societies (2003)
65. Strategy of the Movement (2005 update)
66. Seville Agreement, supplementary measures (2007)
67. Capacity building framework (2004)
68. Governance National Society guidelines (2000)
69. Local level governance: training facilitator guide
70. Capacity building fund (2000)
71. Learning from the Nineties

| | |
|-----|---|
| Int | Interviews with present and former Board members and senior Secretariat staff |
| NSQ | National Society questionnaire |
| RC | Regional consultation meetings |
| RCo | Regional conferences |

Discussion papers

1. The nascent humanity crunch, social capital in the most challenging of 21st century times
2. Strategy 2010 - general comments - operating environment, observed trends
3. Humanitarian impact of the global financial crisis
4. Accountability
5. Disaster response is not an option, it is an obligation
6. Scaling-up or focusing
7. Humanitarian aid or development
8. Providing inspiration over and above providing services
9. Global Agenda goal 3 needs clearer guidance
10. Youth
11. How to think about the future
12. Managing Red Cross voluntary action and the efficiency of the organization within the context of the humanitarian competition
13. Facilitating Red Cross Red Crescent communities online
14. Campaigning is a critical tool for turning strategy into action
15. Communications within humanitarian diplomacy: Changing minds, changing lives
16. Internal communications: Foundation for speaking collectively with one strong voice
17. Violence
18. The work of the Red Cross Red Crescent in favour of the social inclusion of vulnerable people
19. Safer and resilient communities through stronger National Societies – A vision of a strong National Society.
20. The global road safety crisis
21. Towards 100 per cent voluntary blood donation by 2020: A joint initiative by WHO and the International Federation
22. National Societies, national structures and city states, the speed of urbanization
23. The lure of financial resources
24. Forecasting membership in 2020
25. Forecasting communities in 2020
26. Global health in the 21st century
27. Why is road safety an important public health issue
28. Adopt healthy lifestyles by 2020 to prevent early death and chronic diseases
29. Tuberculosis strategy
30. Working together effectively as an International Federation: Are we ready and do we want to ensure cooperation through the existing partnership
31. Psychosocial support - from passive victims to active survivors
32. The Secretariat as a trustee
33. A change of role, mindset and approach
34. The future of the systems approach – how should the International Federation of Red Cross and Red Crescent Societies collaborate in information technology
35. Spirituality: A development taboo?
36. Self-sufficient National Societies
37. Role of the Secretariat of the International Federation
38. How the International Federation can use its network characteristics to position itself strategically
39. Managing risk in Red Cross Red Crescent blood programmes
40. How to choose humanitarian priorities for the next decade

41. Participation of national societies in policymaking processes of their respective local countries for disaster management
42. Incorporating the restoring family links strategy for the Movement into Strategy 2020
43. Our Vision for humanitarian diplomacy
44. The future of humanitarian diplomacy and International Federation advocacy

List of interviews

Present and former members of the International Federation's Governing Board

| | |
|--------------------------------|----------------|
| Mr Juan Manuel Suárez del Toro | Spain |
| Mr. Greg Vickery | Australia |
| Dr. Wolfgang Kopetzky | Austria |
| Ms. Zoy Katevas de Sclabos | Chile |
| Ms. Monique Coulibaly | Côte-d'Ivoire |
| Dr. Juan Nicolas Cueva Ortega | Ecuador |
| Prof. Mamdouh Gabr | Egypt |
| Dr. Michèle Amédée Gédéon | Haiti |
| Dr. Massimo Barra | Italy |
| Mrs. Carole Powell | Jamaica |
| Ms. Razia Essack-Kauaria | Namibia |
| Lady Jocelyn Keith | New Zealand |
| Mr. Richard J. Gordon | Philippines |
| Mr. James Cochrane | United Kingdom |

Present Secretariat staff

| | |
|----------------------------------|---|
| Bekele Geleta | Secretary General |
| Ibrahim Osman | Deputy Secretary General |
| Stephen Ingles | Director, Support Services Division |
| Katrien Beeckman | Head, Principles & Values Department |
| Dominique Praplan | Head, Health & Care Department |
| Bernard Gardiner | Unit Manager, HIV and AIDS |
| Grace Lo | Unit Manager, Public Health |
| Ulli Jaspers | Unit Manager, Water & Sanitation |
| Robert Kaufman | Unit Manager, Human & Avian Influenza |
| Chris Lamb | Special Advisor, International Representation |
| Birgitte Stalder-Olsen | Deputy Director, Disaster Management |
| Geri Lau | Head, Organizational Development Department |
| Peter Rees | Head, Operation Support Department |
| Hisham Kogali | Senior Officer, Disaster Management |
| Muhammed Mukhier | Head, Disaster Preparedness |
| Xavier Castellanos | Head of Zone Americas |
| Françoise Legoff | Head of Zone Southern Africa |
| Anitta Underlin | Head of Zone Europe |
| Asha Mohammed | Head of Zone East Africa |
| Alistair Henley (written inputs) | Head of Zone Asia |

Former Secretariat staff

| | |
|----------------------------|--|
| Markku Niskala | Secretary General |
| Didier Cherpitel | Secretary General |
| Steven Davey | Director, Governance Principles & Planning Group |
| Alvaro Bermejo | Head, Health & Care Department |
| Thomas Gurtner | Director, Coordination & Programmes Division |
| Bruce Eshaya-Chauvin | Head, Health & Care Department |
| Michaela Told | Head, Principles & Values |
| Eva Von Oelreich | Head, Disaster Preparedness/Disaster Response |
| Matthias Schmale | Head, OD Department |
| Richard Blewitt | Director, Policy and Communications Division |
| Malika Ait Mohammed Parent | Head, Principles and Values Department/Director of Cabinet |
| Jean Ayoub | Director |
| Susan Johnson | Director |

ICRC interviews

| | |
|----------------|--|
| Bruce Biber | Head, Cooperation and Coordination Movement Division |
| Angela Gussing | Head, Operations for Latin America and the Caribbean |

External interviews

| | |
|--|------------------------------|
| Steering Committee for Humanitarian Response | Eva Von Oelreich |
| ICVA | Ed Schenkenberg |
| InterAction | Linda Poteat |
| UNICEF | Nils Katsberg/Dermot McCarty |
| World Food Programme | Charles Vincent |
| Pan American Health Organization | James Hill |
| European Union (ECHO) | Nicoletta Pergolizzi |
| Irish AID | Brendan Rogers |