

Movement. We cannot afford to fail in our action – this strong message was also passed on to the ICG.

Awareness of the frameworks and mechanisms that have been created to this effect must be mainstreamed and implemented, starting with more widespread and effective dissemination, in particular of documents such as the “Principles and Rules” and the Seville 2.0 agreement.

Afternoon Session 2: Seville Agreement 2.0 & Movement Coordination

Presentation

The discussions highlighted several aspects of SA 2.0 that require further clarification and emphasis. There is a widely acknowledged lack of awareness and accountability for the implementation of SA 2.0, particularly surrounding the expectations of the co-convenor role, and delays around discussions on this issue in operations. To address coordination challenges, it is essential for Heads of Delegations and Heads of Missions to proactively engage with National Societies in scenario planning and designate co-convenors before crises occur. Additionally, the IFRC GO platform and other tools, such as mini-summits, should be utilized more effectively for sharing updates and key messages.

The SMCC resolution, presented at the CoD in 2013, led to the development of a toolkit aimed at achieving efficient and effective humanitarian response. However, in practice, discussions on the role of the co-convenor have delayed coordination and operationalization in larger operations. Within the Seville 2.0 Operations Working Group (IFRC/ICRC in Geneva), discussions are often held at a strategic, highly conceptual level, focusing more on creating a progress report for the CoD rather than translating the SMCC into operational reality and integrating it with existing coordination structures in the field, something DCWG members call on the ICG to support in addressing.

Action point:

SA 2.0 in Operations Working Group to practically address coordination issues. ICG and DCWG to follow outputs and progress of the WG.

Day 2

Session 1: Membership Coordination & the new IFRC Way of Working

Background video

DCWG agreed that the initiative on membership coordination in operations is a key priority to be carried forward. Participants strongly supported the pragmatic approach of the proposed membership guidance, which emphasizes a unified plan for all National Societies (NSs) and the IFRC. This approach advocates working from a single plan that leverages existing coordination structures in the country, based on a comprehensive needs assessment and the capacities of the NS, partners, and IFRC Secretariat support across three levels: Strategic, Operational, and Technical.

Rather than having an Emergency Appeal (EA) alongside numerous bilateral emergency operations initiated by various partners, there will be one coordinated Federation-wide emergency response plan under a single operational lead. This lead role can be undertaken by the NS, IFRC, or one of the partners, on behalf of and supported by all stakeholders. It was agreed that this approach requires a shift in mindset and a willingness to make compromises to ensure the process's success.

There was a call not to duplicate existing tools, but rather to ensure that the forthcoming guidance document is a practical, pragmatic means to operationalize the proposed approach. **DCWG members identified the following next steps for implementation by the sub-group:**

- Split the guidance into a strategic and an operational part, and have Annexes
- Define minimum standards/package for Federation-wide coordination
- Create a toolbox for Federation-wide operations coordination
- Develop training material

As a concrete next step, a consultative process will be started to systematically collect learnings from operations. As such, the following steps were proposed:

- Share guidance with IFRC regions to facilitate consultations with National Societies
- Ask the DCWG members who wants to get actively involved, for example in order to pilot the initiative in each region, potentially through DREF operations (upon further discussion)

World Café Sessions

Humanitarian Diplomacy

The session highlighted the importance of timely, up-to-date, and analytical key messages on crises. These messages are useful where they exist but need to be shared promptly to be effective. The need for both general and tailored humanitarian diplomacy (HD) messages was recognized, depending on the relationship with the government and whether the NS is affected by the situation.

Ensuring that support feedback loops and information flows are fit for purpose, including for closed-door conversations will be crucial going forward. There is a strong appetite for more awareness on the coordination set-up and how it aligns with crisis coordination within the IFRC/ICRC.

Volunteer Management

Volunteering is at the core of our Movement, and as global dynamics change, we must adapt accordingly. Persistent challenges include defining volunteers, managing daily workers and per diems, and handling both episodic and routine volunteer engagement. **There is a sense of improvement in these areas during emergencies, but further development is needed in HR and volunteer management specifically for emergency contexts.** Additionally, there is a need for heightened awareness and conscious decision-making regarding the risks inherent in working with and managing volunteers.

Protracted Crisis:

National Societies (NSs) must adapt to protracted crises to sustain their relevance. This requires support for transitioning beyond classic surge support typically associated with emergency response. **To facilitate this, there needs to be a focus on alternative funding strategies.** Emergency funds are not the sole source of funding, and the constraints of annual cyclical funding from sources like ECHO Humanitarian Implementation Plans (HIP) inhibit multi-year funding. Identifying and utilizing other funding sources and adapting plans accordingly is essential. Good examples of alternative funding strategies should be examined and potentially adopted.

Anticipatory Action:

Anticipatory Action (AA) is a significant aspect of our work, addressing natural disasters, epidemics, and population movements while learning and evolving. By the end of next year, 39 African countries will have Emergency Action Plans with pre-agreed financing and prepositioned stock. Confidence in the system we are building is crucial.

It is important to remember that we operate within a broader AA sphere with other actors. Flexibility in our protocols and triggers is essential. While AA must remain distinct from early

response, the data collected should inform and support necessary actions. Promoting a positive narrative based on AA evidence is vital for communication and fundraising.

We must use the collected data broadly to inform other sectors and responses. **There are opportunities to link AA with surge capacity, integrating anticipation into surge discussions and using the information to enhance surge responses. There is also openness to deploying regional surge teams during the readiness phase.**

Surge:

Now that the new Surge strategy has been published, DCWG members shared questions about how it will be implemented and funded. **A concept note on the funding model for regional surge has been developed, and the DCWG is asked to provide feedback on operationalizing this proposal.**

Operationalizing regional surge involves centralizing training at the regional level and managing and documenting surge rosters and mechanisms, as current methods remain largely ad-hoc, though the IFRC does maintain an overview. **An alert system for training opportunities, similar to the existing system for deployments, is needed to ensure better participant distribution.**

There is a communication gap between the Global Surge Working Group (GSWG) and the DCWG that needs to be bridged. Updating regional DM networks and aligning efforts between DCWG and GSWG is crucial. The surge optimization process and the RMMS system have made significant positive steps. There is a strong commitment to adapt and evolve surge tools based on identified needs and response trends. The surge strategy shared with the DCWG will be supported and implemented with their feedback.

Annex 1: DCWG, 12 – 14 June 2024, Stockholm, Sweden

Group Consolidation of Topics

World Cafe

Key Messages	Key Asks	Assigned Follow-Up
Invest in local operations leadership development programs (in NS, part of NDRT/NRT)	Create a formal governance structure for surge that defines strategic vision. Link this to NS domestic response needs/capacities which helps supporting NS focus on where to prioritize resources.	
Synchronized and timely HD messaging (on a live platform), both inside and outside the Movement	IFRC and ICRC HD, and NS as soon as possible following an emergency	
Develop and or amended existing IFRC funding tools and human resourcing procedures for protracted crises	IFRC Geneva	
Create opportunities to share knowledge and tools that already exist in NS on volunteering in emergencies	IFRC Geneva to create a platform for sharing ‘knowledge hub’	
Boost reinforcement of neighbourhood/neighbouring response capacities	NS DM networks and IFRC Regional Offices	

Future and Foresight

Key Messages	Key Ask	Assigned Follow-Up
We must use our full potential to strengthen our principled action, having one voice	We request to the Movement leadership to have one principled message that clearly positions us in a changing world, and guiding actions when principles are not respected. We need to have claritythe consequences when the principles are not respected and be prepared for them.	
We believe that involving people who have been beneficiaries or involved in responses into the governing board will improve our positioning in society and better face our current challenges.	Prioritize and formalize the induction of new NS leadership on the Movement principles.	
We need to improve how we do our engagement with communities and ensure the insights coming from CEA is used in our plans and strategies.		
We need to institutionalize foresight into our processes		

Movement Coordination

Key Messages	Key Ask	Assigned Follow-Up
Simplify, be transparent, guidance to operationalize the documents and have a dissemination plan	Simplify --> read the documents (Seville 2.0) looking at the toolkit. Mainstream into regular work.	
Don't focus on the tools --> more on intent and impact (#OutcomeVSOutput). This does not mean excluding the tool	Simplify and mainstream so it reaches more people and is more present. Mainstream into regular work.	
Address frustration and confusion around the topic on this not moving forward	Simplify, need more people to meet and agree and start moving forward.	
Clarify and clear expectations on the co-convenor role	Timelines on deliverables that are pending e.g. table with details to help operationalize	
	Change management, be pragmatic on the application of the document/toolkit use. All level communication and transparency .	
	Localisation --> NS stepping into the convenor role asking ICRC/IFRC support	
	Seville 2.0 in operational working group on the co-convenor role	

Membership Coordination in Operations

Key Messages	Key Asks	Assigned Follow-Up
<ul style="list-style-type: none"> Federation-wide approach and membership coordination is mandatory. It is not optional (Governing Board decision) DCWG agreed that the initiative on membership coordination in operations is a key priority with a commitment to carry it forward. The initiative is based on the Principles of Rules for Hum Assistance and embedded in the Way of Working, and all outcomes will be integrated and well aligned with other frameworks (such as the overall RCRC Mvt. Coordination, ERF, etc.) and formalized through processes and protocols. 	<ul style="list-style-type: none"> Resource the initiative and skill set development 	
<ul style="list-style-type: none"> The guidance document (first draft) is the basis for our work. 	<ul style="list-style-type: none"> Make the guidance document more practical and concise. Split it into a strategic and an operational part and have Annexes. Define minimum standards/package for Fed-wide coordination. Create a toolbox for Federation-wide operations coordination. Develop training material. 	
<ul style="list-style-type: none"> A consultative process will be started to systematically collect learnings from operations. 	<ul style="list-style-type: none"> Share guidance with IFRC regions to facilitate consultations with National Societies Ask the membership who wants to get actively involved. Pilot the initiative in each region <i>Idea of using DREF operations as low hanging fruit to be discussed within the Working Group</i> 	

Annex 2: DCWG 2024 Stockholm: Meeting Evaluation Report

For this year’s meeting of the DCWG, the Organizing Committee (OC) endeavored to increase the diversity of the group and create an environment where new connections could be formed across the group. In addition, the Community Page was established to provide an information hub for both the meeting and for the ongoing use of the DCWG. The feedback provided at the 2024 meeting will be used by the new OC when setting the direction for the next meeting.

Here are the results on the questions used to measure the progress on some key objectives; a 7-point Likert scale was used with *strongly disagree* at 1 and *strongly agree* at 7.

Question	Average Rating (out of 7)
I made new connections with colleagues that will allow me to reach out in the future for support, advice, or partnership.	5.76
The number and diversity of participants at this DCWG meeting was suitable.	5.62
The meeting provided a safe environment for open and candid sharing of information/opinion.	5.79
The DCWG Community Page is an effective means of sharing information and developments.	5.36
The time and effort to attend DCWG in-person meeting was worthwhile for me.	6.17

Some excerpts are provided here on the open response feedback prompts; the full survey results are available in the DCWG 2024 Complete Evaluation Data found on the DCWG Community Page.

Describe this meeting in one sentence:

“Togetherness”, “Loved the diversity”, “Connecting”, “Enlightening”, “Inspiring.”
 “DCWG is the most important working meeting of the year. It is one of the rare opportunities where the RC movement comes together. We have to build further on this.”

“Useful, great opportunity to exchange perspective, knowledge, and understand how the RCRC Mov agenda on emergency response is moving. Best DM networking opportunity.”

“Great opportunity for understanding how the movement agenda and challenges are developing, take the temperature, what is challenging the Movement in this polarized context and how is impacting us as part of the humanitarian arena. What can we do about it?”

Share one important new idea, understanding or perspective that will impact your work as your move forward from this meeting:

“The importance of foresight and that we are not doing that.”

“The importance of membership coordination.”

“How to integrate and adapt the surge tools with the new trends”

“Unity, trust will be more key than ever.”

“We are at a critical crossroads where we must operationalize movement and membership coordination. I need to play my part.”

“Take time to be present and represent my NS at events like this; that could enable the NS to get support from other NS or PNS.”

“The duty to speak out in defense of hum principles and IHL is of utmost importance in these times of division, misinformation, and instrumentalization of HA”

“Must operationalize movement and membership coordination as a top priority. Recent operations have shown the gaps and there is commitment and buy in to get this right.”