

REAFFIRMING THE FUNDAMENTAL PRINCIPLES:
A MOVEMENT-WIDE INITIATIVE

**Regional workshop for French-speaking, Portuguese-speaking
and English-speaking West Africa**

Dakar, 9-10 March 2015

INTRODUCTION

In 2015, the International Red Cross and Red Crescent Movement celebrates the 50th anniversary of the adoption of the Fundamental Principles. In preparation for this important milestone, a workshop on the Fundamental Principles, organized alongside the Council of Delegates in Sydney in 2013, endorsed a proposal to launch an initiative to enhance understanding and application of the Principles within the Movement.¹ The main activity planned in the framework of this initiative was the joint organization by the ICRC and the International Federation of regional workshops on the application of the Fundamental Principles by the components of the Movement. The aim of these workshops was to identify the challenges and dilemmas facing National Societies in the implementation of the Fundamental Principles and to collect good practices and constructive approaches that participants have used to overcome them.

This report describes the proceedings of one of two workshops organized on the African continent. The workshop was held in Dakar, Senegal, on 9-10 March 2015, following closely on a workshop held in Nairobi, Kenya, on 4-5 March 2015. The initiative's first regional workshop, for the Middle East and North Africa, took place in Beirut, Lebanon, in March 2014. Workshops for Asia, the Americas and Europe are scheduled for between April and July 2015.

The regional workshop in Dakar, organized by the ICRC with the support of the International Federation and hosted by the Senegalese Red Cross Society, brought together 28 participants from 23 National Societies from French-speaking, Portuguese-speaking and English-speaking West Africa (see annexed list of participants).

STRUCTURE OF THE WORKSHOP AND THE REPORT

The Dakar workshop was structured around a number of themes relating to specific challenges encountered in the application of the Fundamental Principles (see annexed agenda). These themes came up repeatedly during the consultations organized within the Movement in 2013 in the run-up to the Council of Delegates in Sydney.² Thus, participants focused on the following topics: 1) National Societies' unique **auxiliary role** and the challenges it poses to the application of the Principles; 2) **partnerships**, both within and outside the Movement (coordination), and tensions with the Principles; 3) the relationship between **neutrality**,

¹ The report of this workshop is available at: <https://www.icrc.org/eng/assets/files/red-cross-crescent-movement/council-delegates-2013/cod13-ws1-fp-final-report-eng.pdf>.

² For a summary of the main conclusions of these consultations, see the document "Outline of workshop 1" relating to the workshop organized on the sidelines of the 2013 Council of Delegates, available at: http://www.standcom.ch/download/cod2013/wo/CD13_WS1_FP_outline_30Sept_clean_EN.pdf.

access and public advocacy; and 4) the **role and responsibilities of the leadership** in the application of the Principles. During a brief session at the end, participants were informed of upcoming projects linked to the 50th anniversary of the Fundamental Principles and the place that the Principles will hold at the 32nd International Conference of the Red Cross and Red Crescent in December 2015.

SOME KEY POINTS FROM THE DAKAR WORKSHOP

To manage the inherent tension between the auxiliary role and the Fundamental Principle of independence:

- Ø National Societies must have a solid **legal base**.
- Ø National Societies must maintain a **regular dialogue** with the authorities and ensure **constant communication** with the public and all other actors of influence.
- Ø The credibility of National Societies vis-à-vis their governments depends on their **operational capacity** and **local presence**, guided by the Fundamental Principles.
- Ø **Proximity to the authorities** is an advantage, but must be constantly reassessed in order not to compromise National Societies' independence. The same applies to ties between a National Society's leadership or staff members and political circles, which facilitate that proximity but engender significant risks of perception and must be kept in check.

Partnerships and the Fundamental Principles

- Ø Partnerships can help to cover more extensive needs and **strengthen the principles of humanity and impartiality**. In all cases, however, National Societies must **preserve a certain independence**, in particular when it comes to assessments, in order to safeguard the impartiality of the humanitarian response.
- Ø De facto association with armed actors, which can result from partnerships with actors such as UN peacekeeping forces, creates **considerable risks of perception**, especially in relation to neutrality and independence.
- Ø A **lack of coordination** within the Movement undermines the Principles, in particular impartiality and unity, while **better coordination** strengthens the Movement vis-à-vis external partners.

Neutrality, access and advocacy

- Ø The Principles provide a **framework for concrete decision-making**, especially when confronted by dilemmas arising from communication and the making of public statements.

Humanitarian leadership based on the Fundamental Principles

- Ø The leadership of a National Society has an essential role to play in the application of the Principles, be it at the institutional, operational or individual level.
- Ø Implementation of the **principle of voluntary service**, in which the leadership has a key role to play, significantly enhances the local presence and credibility of the National Society and respect for the Principles.

In terms of methodology, a large part of the workshop was devoted to the sharing of experiences among participants, combined with presentations by individual National Societies on the challenges encountered and good practices developed, group work on hypothetical case studies, discussions on ethical dilemmas, and plenary debates.

The present report is structured according to the abovementioned themes and, in conclusion, highlights certain recurring points and cross-cutting observations.

THE AUXILIARY ROLE AND THE FUNDAMENTAL PRINCIPLES

National Societies' auxiliary role to the public authorities in the humanitarian field, and in particular the tension that exists between this role and the Fundamental Principle of independence, generated considerable interest and extensive debate during both the participants' presentations and the discussions on real-life cases.

The authorities are not always aware of the limits of the auxiliary role and have a tendency to consider the National Society as what one participant called an "appendage of the government". As a result, they may make demands that are not always in line with the Fundamental Principles. This is notably the case during times of marked political polarization, such as armed conflict, but also during election periods, which numerous participants raised as posing particular challenges to the principles of independence and neutrality (see box).

Although there is no ready-made solution, the participants underlined the importance of having a **solid legal base**.

Thus, National Societies benefit considerably from a well-written law recognizing the National Society and from statutes that are regularly updated and communicated to the authorities. It is also useful to keep reminding the authorities

of the relevant international instruments and the decisions of the International Conference. Moreover, it was noted that, during the International Conference in 2007, States **pledged not to request that their National Society carry out activities contrary to the Fundamental Principles**.³ A participant pointed out the importance of a National Society having a qualified

Challenges specific to election periods

During the workshop, the participants discussed the role of National Societies during elections and the risks these politically polarized periods can engender for their independence and neutrality. Many participants stressed the importance of advance **contingency planning**, in particular the **dissemination** of the Fundamental Principles and of the National Society's way of working among the population, the administrative and political authorities, opinion-leaders and volunteers.

A certain number of good practices emerged from the discussions. One of these involved the mapping of potential "hot" spots and the subsequent implementation of targeted communication plans, as well as awareness-raising among the authorities and political parties on the role and neutrality of the Red Cross. While in the past the National Society concerned had been prevented from acting, the development of this strategy with a strong focus on communication had enabled it to play its role.

³ Resolution 2, para. 4(b), adopted at the International Conference of the Red Cross and Red Crescent in 2007. A similar and, in this case, binding commitment appears in Article 81 of Protocol I additional to the Geneva Conventions.

legal adviser to ensure it had a solid legal foundation based on the Principles, while another recalled the advisory role that international components of the Movement, notably the Joint Statutes Commission, could play in this regard.⁴

Dialogue and resoluteness guided by the Principles

One of the examples given was of a National Society that, following post-election violence, had refused to prioritize the evacuation of the bodies of soldiers over those of civilians. To do so would not only have been contrary to the Fundamental Principles, in particular the principle of impartiality, but would also have seriously harmed public perception of the National Society. The Society therefore decided to temporarily suspend this activity, and the authorities were won over. In this case, the operational capacity of the National Society to perform the required task and the consequences for the authorities of it suspending its services succeeded in convincing the authorities to allow it to act in accordance with the Principles.

The participants also underscored the importance of **regular dialogue** with the authorities. Some pointed out that the political authorities often changed as a result of elections or reorganization, making it crucial to establish a dialogue also with technical and permanent ministry staff, who were more likely to stay in place. One participant recounted how, when the political authorities of a particular ministry made requests inconsistent with the Fundamental Principles, the National Society had got around the problem by fostering relations with the ministry's technical staff and diversifying its contacts with other ministries.

Even if it is not always easy to say no to the authorities, some National Societies have had to and did stand firm and refuse certain orders (see box).

Other participants likewise emphasized the **credibility gained by the presence of the**

National Society on the ground, at the community level, and the advantages of maintaining a certain independence from the authorities, even during periods of calm and political stability. **High-quality assessments** gave them firsthand knowledge of needs, enabling them to negotiate with the authorities on the basis of very concrete elements founded on the principle of impartiality. A participant illustrated this point by describing how, following floods, the National Society's local presence and attendant capacity to carry out independent and credible needs assessments qualified it for funding that different civil protection services were competing for. This example clearly shows the importance of a consistent application of the Principles, which enhances National Societies' reliability and credibility in the eyes of the authorities.

For some participants, a detailed assessment of the potential risks of an association with the authorities on public perception was also vital. For example, during the Ebola crisis, a security

⁴ The Joint ICRC/International Federation Commission for National Society Statutes was set up by the ICRC and the International Federation following the conclusion of an agreement between the two institutions in 1969 to jointly assess National Societies' requests for recognition and admission to the Movement and to examine the statutes of National Societies. The 22nd International Conference of the Red Cross (Tehran, 1973, Resolution 6) and the 25th International Conference of the Red Cross (Manila, 1981, Resolution 20) officially recognized the mandate of the two institutions, and in particular the role of their Joint Commission, in this enterprise.

risk assessment regarding the management and burial of the remains of the deceased victims – an activity not always fully understood and accepted by the communities – enabled one National Society in the region to clearly identify the possible risks to its reputation. The analysis helped it to develop a memorandum of understanding with the authorities, spelling out the rights and obligations of each entity, rather than simply accepting a transfer from the government of the risks associated with this activity.

Although there were some differences of opinion on this subject, the participants also mentioned the importance of diversifying their funding sources, to be less dependent on the authorities and therefore better ensure their independence.

“A humanitarian has a duty to be apolitical.”

The issue of the “**nomination**” by the authorities of a serving or former politician to a senior position in a National Society sparked an in-depth discussion. The debate centred on two distinct questions: First, could a politician hold a leadership position in a National Society? And second, would it be acceptable for the authorities to interfere in the affairs of a Society by imposing a person of their choice?

On the first question, the participants agreed that it was **not acceptable for a serving politician to hold an executive leadership position in a National Society**, which would not conform to the principles both of independence and of neutrality, in the political sense of the term.

If the politician was no longer in office, most participants thought that it would depend on the person’s reputation and political personality. Thus, a former politician who had deeply divided public opinion, who had been involved in scandals or who had professed views contrary to the Principles, such as xenophobic opinions, had no place at the head of a National Society. It therefore seemed clear to the participants that such a situation would a priori risk seriously undermining the application of the Principles and should not be taken lightly. Nonetheless, they felt that each case was highly contextual and should be examined in the light of the Fundamental Principles.

Regarding nomination by the authorities, even if less frequent nowadays, it does still happen in some countries. The **participants agreed that it should be avoided** and that well-drafted statutes providing for elections to a National Society’s governing body was a good way of remedying it. Some participants added that, to avoid someone being “parachuted in” at the last minute, their National Society’s statutes required that, even to stand for election to a leadership position, a candidate had to have held a position of a certain seniority within the National Society for several years. In another case, a National Society, inspired by the Fundamental Principles, had made it possible for the technical staff of certain ministries to serve on its governing board – in recognition of the importance of its auxiliary character – while according them only minority voting rights, limiting the risk of obstruction and thus of interference.

PARTNERSHIPS AND THE FUNDAMENTAL PRINCIPLES

The session on partnerships and the Fundamental Principles focused on two types of partnerships: those with actors outside the Movement and those with other components of the Movement, the latter being linked to issues of coordination. These two types of partnerships raised a number of similar issues in relation to the Fundamental Principles. While it was recognized that partnerships can enhance the impartiality of the response by ensuring greater coordination and better coverage of needs, they also risk compromising neutrality and independence because the reputation of the external partner can tarnish perception of the National Society. Meanwhile, issues of coordination within the Movement pose some challenges specific to the so-called “organic” principles of unity and universality.

For the participants, it was vital that activities carried out with **external partners** were based on assessments conducted in the field by the National Society itself and not by other entities. Such assessments would ensure that any ensuing activities complied with the Fundamental Principles. The partner’s reputation and others’ perception of it should also, of course, be checked before any such partnership was concluded.

The discussions moved on to issues of **perception**, especially in the case of **de facto association with armed actors**. For example, the unrequested presence of peacekeeping forces or other security forces during relief distributions prompted much debate on how this might influence perception. A participant shared the experience of his National Society during a relief distribution in the presence of United Nations (UN) peacekeeping forces. In this instance, the UN force was mandated to protect the displaced population, in a zone controlled exclusively by the same armed group. After an assessment of the risks posed by such a de facto association and after consultations with the ICRC and other Movement components present in this context, the National Society decided to go ahead, believing that the benefits of carrying out the distribution, according to the principles of humanity and impartiality, outweighed the risk to the perception of its neutrality and independence. On another occasion, the same National Society declined an offer of an armed escort by UN peacekeepers, considering that, in this particular case, the risk of negative perception was too high.

Another example given was of the imposition on a National Society by the public authorities of armed escorts during a serious health emergency, in relation to the disposal of the remains of Ebola victims. The National Society in this case encountered perception problems because the police escort fired in the air to disperse a crowd that was blocking the convoy. In this scenario, where the National Society had no other choice than to accept the armed protection, the risk of negative perception was mitigated by deciding to remove the emblems from the escorted vehicles, thereby reducing the likelihood of the Red Cross being associated with the police forces, although without entirely eliminating the risk.

These two examples amply demonstrate that the Fundamental Principles of neutrality and independence are not an end in themselves but tools providing a framework for decision-making with the ultimate purpose of delivering impartial humanitarian aid. As such, they are a useful guide for analysing the particular risks of perception in a given context that could undermine the National Society’s capacity to fulfil its mandate.

On the subject of **coordination within the Movement** in relation to the Fundamental Principles, the discussion centred on the principle of unity and the need for partner National Societies to help the host National Society strengthen its capacities in the areas where it would like to fund some programmes. In this respect, participants heard the example of one National Society that had recently opted for greater decentralization and an enhanced local presence, guided by the principles of unity (“[A National Society] must be open to all. It must carry on its humanitarian work throughout its territory.”) and voluntary service. The success of this approach based on the recourse to more volunteers in local structures, rooted in their communities, enabled the National Society to enhance its relevance to those communities and thus its credibility vis-à-vis its Movement partners. This approach, developed with the help of the International Federation, succeeded in convincing Movement partners of the importance of coordinating their activities with the National Society and of strengthening its capacities, for a more effective delivery of impartial humanitarian aid.

“By strengthening coordination within the Movement, we strengthen our position vis-à-vis external partners.”

It was also stressed that strong coordination among Movement components made them less dependent on external partnerships, which might jeopardize respect for the Principles. The discussion then turned briefly to the principle of impartiality, noting that a National Society that acts on the territory of another National Society, without coordinating with it, was on the one hand in breach of Movement regulations, and could on the other hand harm perception of its impartiality, especially if the partner National Society concentrated its activities in one place and on behalf of a particular population, without comparing its needs assessments with those of the host National Society.

NEUTRALITY, ACCESS AND ADVOCACY

The session on neutrality, access and advocacy highlighted the value of the Fundamental Principles as a **framework for concrete decision-making**. The operational dimension of the seven Fundamental Principles as a means for a National Society to implement its mandate was underlined. In polarized contexts involving violence, the importance of applying the Principles in a strict but non-doctrinaire manner was also recalled. For example, the principle of

impartiality, which requires prioritizing the most serious and/or pressing needs, can be tempered – in light of the principle of neutrality – when there is a risk of creating resentment or even hostility in neighbouring communities with lesser needs (see box).

Impartiality vs. neutrality

A participant recounted the example of a relief distribution in a community that had caused discontent in a neighbouring community with lesser needs. Seeing the relief convoys passing by, community members could not understand why they were not benefiting as well. To stem the growing hostility between the two communities as well as towards the Red Cross, the decision was taken, on the basis of a needs assessment, to implement a water project in the second community. In this way, the interpretation of the principle of impartiality in the light of the principle of neutrality made it possible to limit the risk to perception while addressing needs that had not initially been identified.

The issue of **communication and public position taking**, be it at the individual or institutional level, and notably through the **use of social media**, prompted a lively discussion. Particularly animated was the debate on a hypothetical ethical dilemma in which a National Society, in the context of post-electoral violence, posted a message on social media declaring that the population should not be afraid to go to first-aid posts, to counter rumours of arrests by the government. This fictional scenario revealed the potential pitfalls of using social media in terms of its potential impact on the perception of a National Society. In addition to the risk of being seen as associated with the government, the participants highlighted the capacity and responsibility of National Societies to honour commitments made in their public communications, notably where the security of the beneficiaries could be affected were a National Society unable to guarantee it absolutely. One participant recounted the experience of a National Society in a similar situation following elections, when false rumours were circulating that soldiers in disguise had just arrested wounded people being transported to hospital by the National Society. To counter the rumours, the National Society mobilized volunteers and organized rosters to bring the wounded to their homes.

An equally lively discussion took place on the impact on the reputation of National Societies of the posting on social media of public positions on controversial subjects by staff or volunteers. Indeed, the widespread use and popularity of social media has posed new challenges for the application of the Fundamental Principles, to which the components of the Movement were previously rarely or never exposed. The discussion centred in particular on the balance to be found between respect for freedom of expression and the application of the principle of neutrality, which entails not taking a side in controversies of a political, ideological or religious nature. While certain participants felt that the issue should be examined on a case-by-case basis, taking into account, among other things, the level of visibility of the individual concerned and thus the manner in which he or she was publicly associated with the National Society, others expressed concerns that too much nuance and flexibility in the application of the Principles in this regard ultimately risked weakening them. Accordingly, the participants emphasized the importance of having clear codes of conduct for staff and volunteers and of their training and awareness-raising in the Fundamental Principles.

HUMANITARIAN LEADERSHIP BASED ON THE FUNDAMENTAL PRINCIPLES

As presented at the workshop on the Fundamental Principles at the 2013 Council of Delegates, the regional workshops were conceived to provide, among other things, “an opportunity for leaders to reflect on what changes they can make in their own organisations to more effectively utilise the Fundamental Principles in their broader practice”. To this end, the participants were encouraged to reflect on their roles and responsibilities in ensuring respect for the Principles, and on how each of them used the Principles to address day-to-day challenges and problems.

The discussion on leadership highlighted three levels at which the Fundamental Principles had a clear role to play:

- The **institutional level**, i.e. the establishment of a normative framework centred on the Principles. Echoing the discussions during the session on the auxiliary role, the participants reiterated the importance of National Societies having a solid legal base, centred on the Principles, the responsibility for which lay with the National Society leadership.
- The **operational level**. Participants discussed the tools available for putting the Fundamental Principles into practice, such as the Organizational Capacity Assessment and Certification (OCAC) developed by the International Federation⁵ and the Safer Access Framework developed by the ICRC.⁶ A participant who had recently attended a workshop on implementation of the Safer Access Framework stressed the importance of perception of a National Society, and suggested that it should be the responsibility of its leadership to do more research on this issue.
- The **individual level**. At the individual level, the qualities expected of a leader are many and diverse – moral, intellectual, managerial and relational. A leader is expected to set

The importance of voluntary service

During the workshop, the discussions returned frequently to the importance of the principle of voluntary service, with participants sharing their successes in developing volunteer networks covering every part of the territory. Voluntarism is the key to the application of the principles of impartiality and unity. In a certain number of cases, the creation of networks of properly trained volunteers, rooted in their communities, appears to have been instrumental in ensuring the operational credibility of the National Society, whether in its relations with the authorities (in connection with the auxiliary role) or with its partners (both within and outside the Movement).

A discussion on good practices emphasized the role of the leadership in motivating, incentivizing and retaining volunteers. In particular, participants highlighted certain practices developed by National Societies to give greater recognition to the work of volunteers, whether through the awarding of medals, the organization of competitions based on performance or merit, or the acquisition of qualifications.

⁵ For more information on this tool, see the following FedNet link: <https://fednet.ifrc.org/en/resources/ns-development/national-society-development/organisational-capacity-assessment--certification1/>.

⁶ The Safer Access tool is available at: <https://www.icrc.org/saferaccess>.

an example, share his or her experience, and run the National Society with integrity and rigour. The discussions focused on the role of the leadership in the effective implementation of the principle of voluntary service, namely on the challenges they face in the management, training and continuous motivation of volunteers (see box).

CONCLUSIONS

Beyond being an opportunity to exchange ideas on the challenges and good practices in the application of the Fundamental Principles and providing a forum for ongoing discussion and mutual support, the workshop reaffirmed the central place and crucial importance of the Principles for National Societies. In the words of one participant, “**the seven Fundamental Principles form a block**”, respect for which defines a National Society’s operational capacity. The Principles have an internal logic and an interdependence, requiring a degree of rigour and consistency in the way in which they are applied. Although there is a certain hierarchy between the Principles – some being objectives in themselves (humanity and impartiality), while others have a more practical purpose (neutrality and independence) or even an institutional utility (voluntary service, unity and universality) – they must be seen as a package, a logical whole, with no single one taking absolute precedence over the others.

In this regard, a certain number of recurring themes or cross-cutting observations emerged from the discussions:

- The importance of the **complementarity between the national and international components of the Movement** in the application of the Fundamental Principles. Some participants underlined the support that the ICRC can give National Societies in strengthening their neutrality and independence vis-à-vis the government in times of conflict or marked political polarization. In another situation, the Federation played a key role in helping a National Society decentralize and boost its local presence, enhancing application of the principles of unity and voluntary service while strengthening coordination within the Movement.
- **Rooting the National Society in the local community**, in application of the principles of unity and voluntary service, is an important factor in the application of the principle of impartiality and helps strengthen its operational credibility, be it vis-à-vis the government, external partners or Movement partners, thereby reducing the tensions with other principles (neutrality and independence).
- The importance of **communication and dissemination** of the Fundamental Principles came up repeatedly, whether it be among the political or administrative authorities, the security forces, communities, or religious or opinion leaders, not to mention volunteers, whose importance should not be underestimated.
- In connection with the preceding point, some participants suggested that it would be useful to have more **training materials** on the Fundamental Principles, especially materials based on practical case studies and role play.

ANNEX 1 – LIST OF PARTICIPANTS

National Society	NAME, First name	Function
Benin RC	ZODEHOUGAN AGBOTA, Martine	President
Burkina Faso RC	BALIMA NIKIEMA, Léa	Communication Officer
Burundi RC	KATIYUNGURUZA, Anselme	Secretary General
Cape Verde RC	LOPES DE SIMEDO, Jose Maria	Former Secretary General/ Programme Officer
Cape Verde RC	FURTADO, Salomão Sanches	Executive Secretary
Cameroon RC	EBODE, Boniface	Secretary General
Central African RC	GOUAYE, Médard Jasmin	Secretary General
Congo RC	NZOULA née ILOHOU Honorine Charnelle	2nd Member of the Executive Board
Côte d'Ivoire RC	DIABI, Boubacar	Programme Coordinator, Promotion of Humanitarian Principles and Values
Gabon RC	BOUBINDJI, Armel	Director General
Gambia RC	GAYE, Fatou	Acting Secretary General
Ghana RC	ABEBRESE, Jacob	Vice-President
Guinea-Bissau RC	MENDES, Francisco Jose	Secretary General
Guinea RC	FOFANA, Abdel Ousmane	Treasurer General
Guinea RC	GOMOU, Benjamin Pé	Head of Communication Department
Equatorial Guinea RC	MBA NCHAMA, Jesus José	President
Equatorial Guinea RC	EKUNA ESONO MANGUE, Juan Jose	Secretary General
Liberia RC	TAMBA, Fayiah	Secretary General
Mali RC	FANE, Nia	Technical Advisor
Mauritania RC	LAZGHAM, Ahmed Salem	Communication Officer
Niger RC	BANDIARE, Ali	President
DRC RC	TANGUA TANGAYANI, Nelly	Communication and Public Relations Directorate
DRC RC	TUZOLANA NKOSA, Jose	Secretary General
Senegalese RC	DIALLO, Abdoulaye Azize	President
Senegalese RC	BARRY, Bayla	Head of the Department of Training, Youth and First Aid
Sierra Leone RC	TARAWALLIE, Abu Bakarr	Under Secretary General
Chad RC	LIGUITA, Yaya Mahamat	President
Togo RC	PANIAH, Kodjo Gagno	President

ICRC/Federation	NAME, First name	Function
ICRC Geneva	SANDOZ, Jean-Christophe	Deputy Director, Humanitarian Law and Policy
ICRC Dakar	GUINAND, Philippe	Head of Delegation
ICRC Dakar	MAIGA, Zakaria	Deputy Head of Delegation
ICRC Dakar	MANCUSO, Enza	Regional Cooperation Coordinator
ICRC Geneva	LABBE, Jérémie	Head of Project, Fundamental Principles
ICRC Geneva	BARSTAD, Kristin	Advisor, Movement Policy
ICRC Geneva	LUYET, Nicolas	Head of Project, Strengthening Movement Cooperation & Coordination (SMCC)
ICRC Geneva	BRASSARD-BOUDREAU, Cynthia	Advisor, SMCC Project
International Federation	SENGHOR, Alasane	Director, Representative of the Africa Zone, Nairobi
International Federation	FYE, Lamin Momodou	Representative of the Dakar office
International Federation	DODD, Rebecca	Chief Advisor, Fundamental Principles

Day 1 – Challenges and dilemmas					
Time	Subject	Description	Responsible	Objectives and key issues	
8.45-9.00	REGISTRATION				
9.00-9.15	Opening session	<ul style="list-style-type: none"> Welcome to the workshop on the Fundamental Principles and on Strengthening Cooperation & Coordination within the Movement (SMCC) 	Senegalese Red Cross, ICRC Head of Delegation, Rep. of Federation for the Africa Zone		
9.15-9.45	Introduction to the workshop	<ul style="list-style-type: none"> Introduction to the Movement initiative Objectives of the workshop Presentation of the agenda Introduction of the participants and their expectations 	Chair	<ul style="list-style-type: none"> The participants have a clear vision of the initiative on the Fundamental Principles and the objectives of the workshop. The organizers understand the participants' expectations. 	
9.45-10.15	“Warm-up” session on the Fundamental Principles	<ul style="list-style-type: none"> 747 Puzzle (team game) Overview of the Fundamental Principles (normative framework) 	ICRC/Federation Heads of Project	Foster collective reflection on the significance of the Fundamental Principles and a better understanding of the normative framework .	
10.15-10.45	Session 1 – The Fundamental Principles and the auxiliary role	<ul style="list-style-type: none"> Presentation of the concepts (definition of the auxiliary role, links with the Fundamental Principles, etc.) Presentation by an National Society (NS) – Discussion of experiences, based on practical approaches/dilemmas Questions/answers on the presentation 	Chair ICRC/Federation Heads of Project Congo RC	<ul style="list-style-type: none"> Good practices for maximizing the impact of the auxiliary role while safeguarding respect for the Fundamental Principles. Challenges to independence and neutrality arising from the auxiliary role. Examples of the impact of the auxiliary role on acceptance and access. 	
10.45-11.15	COFFEE BREAK				
11.15-12.00	Session 1 (contd)	Working group session based on case studies	Participants		
12.00-12.45	Session 1 (contd)	Feedback in plenary + debate	Chair		

12.45-14.00	LUNCH BREAK				
14.00-14.40	Session 2 – The Fundamental Principles and partnerships	<ul style="list-style-type: none"> - Presentation of the concepts (external partnerships and coordination within the Movement) - Presentations by two NS, on external partnerships and on coordination within the Movement – Sharing of experiences, based on practical approaches/dilemmas 		ICRC/Federation Heads of Project Central African Red Cross and Burundi Red Cross	<ul style="list-style-type: none"> - Identify the impact of external partnerships on impartiality, neutrality and independence. - Reflection on good practices and on the “red lines” in relation to partnerships with external actors. - Discussion on the possible links and tensions between coordination within the Movement and the principles of impartiality and unity.
14.40-15.20	Session 2 (contd)	External partnerships Group work on case studies	Coordination within the Movement Group work on case studies	Participants	
15.20-15.40	COFFEE BREAK				
15.40-16.30	Session 2 (contd)	Plenary session: Report of the two working groups (rapporteurs) + debate		Chair	
16.30-17.15	Session 3 – Open session	Open discussion on the basis of comments received before the workshop and questions arising from Day 1		Chair	Discuss the specific issues of the participants in relation to the Fundamental Principles which are not covered by the agenda.
17.15-17.30		Sum-up of the key points of Day 1 and information on Day 2		Chair	

Day 2 – Humanitarian leadership based on the Principles Discussion on the 32nd International Conference				
Time	Subject	Description	Responsible	Objectives and key issues
9.00-9.15	Introduction to Day 2	Introduction of the agenda for Day 2	Chair	

9.15-10.15	Session 4 – Neutrality, access and public advocacy	Interactive session based on a series of short ethical dilemmas	Chair	- Explore the challenges arising from public information campaigns and advocacy in terms of perception, neutrality and access .
10.15-10.45	COFFEE BREAK			
10.45-11.15	Session 5 – Humanitarian leadership based on the Fundamental Principles	<ul style="list-style-type: none"> - Introduction of the session - Presentation of tools (OCAC and Safer Access Framework) 	Chair (Senegalese RC) ICRC/Federation Heads of Project	<ul style="list-style-type: none"> - On the basis of the previous day's discussions, identify how the NS leadership can transform words into action. - Identify the existing tools and procedures to ensure leadership and governance based on the Fundamental Principles. - Sharing of good practices on the respect of the Fundamental Principles within the NS (internal dissemination, training, etc.). - Discuss good practices that aim to ensure the integrity of the NS.
11.15-12.15	Session 5 (continued)	Working group session	Participants	
12.15-13.00	Session 5 (continued)	Sum-up in plenary + debate	Chair (Senegalese RC)	
13.00-14.30	LUNCH BREAK			
14.30-15.30	Session 6 – The Fundamental Principles and the 32nd International Conference	<ul style="list-style-type: none"> - Presentation of the concept and of the timetable (including all the communication aspects, celebration of the 50th anniversary of the Fundamental Principles in Vienna, etc.) - Plenary discussion 	Chair ICRC/Federation Heads of Project	<ul style="list-style-type: none"> - Inform participants about the preparations for the 32nd International Conference and the expected outcomes. - Discuss participants' hopes and expectations regarding the place of the Fundamental Principles at the Conference
15.30-16.00	Final wrap-up and closing comments	Sum-up of the workshop and presentation of forthcoming activities	Chair	

