

Power of humanity

Council of Delegates of the International
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**COUNCIL OF DELEGATES
OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT MOVEMENT**

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8 December 2019

Strengthening Movement Coordination and Cooperation (SMCC)

PROGRESS REPORT

Document prepared by
the International Committee of the Red Cross and
the International Federation of Red Cross and Red Crescent Societies

Geneva, October 2019

1. INTRODUCTION

Originally launched by the Council of Delegates in 2013, the ultimate aim of the SMCC initiative is to promote enhanced coordination and cooperation within the Movement to help it respond more effectively to changing humanitarian needs worldwide. Acknowledging that the process is a long-term commitment with incremental increases in coordinated response, this report aims to highlight the achievements during the period under review (2017-2019), while also pointing out the challenges we have faced as a Movement in terms of coordination and the need for a continued commitment to fully realize the SMCC vision.

Where we came from

The first resolution in 2013 focused on creating mechanisms to strengthen leadership and coordination roles, including the capacities of National Societies in their own countries, scaling up the Movement's operational preparedness, response and recovery through better coordinated and better aligned operational plans and tools, promoting well-coordinated communication, and exploring new Movement-wide approaches to resource mobilization for large-scale operations. In 2015, the Plan of Action was broader in scope, encompassing a range of actions from training and building the leadership capacity of National Societies, development of tools including creation of an online toolkit and communication tools, thereby encouraging Movement coordination, ensuring a coherent and complementary approach to resource mobilization, and exploring means of enhancing accountability and compliance.

Where we are now

In the current implementation period, 2018-2019, the aim has been to focus SMCC activities in a few areas considered potentially transformational for the Movement – increasing the use of Movement tools and mechanisms and improving SMCC literacy, aligning and achieving greater interoperability in logistics, security and surge mechanisms, and aligning resource mobilization. Although it was a deliberate choice to limit the number of priorities and focus on more transformational actions, fewer National Societies have been involved, perhaps due to a perception by some that the activities were too focused on the international components of the Movement. Nevertheless, substantial progress has been made, especially in relation to systems alignment. With continued commitment, these gains are becoming visible in operations, as we ensure agility of the collective Movement response and reinforce the Movement's fulfilment of its Grand Bargain commitment to maximize efficiencies in operations by reducing duplication of management and other costs.

Overall, and in cases of new emergencies or spikes in protracted crises, Movement coordination continues to work well at country, regional and headquarters level. For example, large-scale operations in Indonesia (earthquakes and tsunamis) and Mozambique (cyclones) integrate elements of technical and operational complementarity between Movement partners. A fully joined-up approach is being pursued for the Ebola outbreaks in the DRC, the first of which occurred in an area not affected by armed conflict, while the latest outbreak is in a conflict-affected area. Recent operations in Cameroun (population movement), Ethiopia (population movement), Afghanistan (drought and flash floods) and operations in Syria were also crafted in a well-coordinated manner, and good coordination continues in situations of protracted armed conflicts such as Yemen and Ukraine.

In places where the delivery of humanitarian aid contributes to political tensions, such as Venezuela, it can be particularly challenging to achieve effective Movement coordination. In contexts such as these, successful coordination demands additional efforts from the leadership to ensure principled humanitarian action and to resolve issues and disagreements in a timely manner so that the needs of the most vulnerable can be met effectively.

This report will also show how SMCC has contributed to a change in mindset towards greater openness to coordination across the Movement. This so-called "SMCC spirit" has had a positive impact in a range of areas beyond the SMCC Plan of Action - from Cash Programming

to Community Engagement and Accountability, Migration and Internal Displacement, Civil/Military relations, as well as contributing to a new willingness for joint advocacy and representation in relations with donors and governments. This broader mindset change is just as important as the more technical achievements.

2. OPERATIONAL ACHIEVEMENTS

Acknowledging that challenges are often voiced more loudly than successes, we continue to note very encouraging signs from the field which tend to demonstrate that effective operational

DRC Ebola Response: A Pragmatic Approach to Coordination

In the Democratic Republic of Congo (DRC), robust communication and a commitment to coordination between the DRC RC, IFRC, ICRC and other Movement partners are essential enablers of the complex collective response to the Ebola outbreak in North Kivu and Ituri provinces. Intensive work at country, regional and headquarters level has led to complementary functionality and trust, to a level rarely experienced before. This is an encouraging outcome, as the outbreak, in an extremely volatile conflict zone, posed additional challenges for coordination. In this context it was agreed that the ICRC acts as the operational and security lead while the IFRC assumes the technical lead in the Ebola response in support of the DRC RC. This unprecedented structure was supported by the continued use of an IFRC led "One International Appeal" fundraising mechanism - that had originated in a zone of the DRC not affected by armed conflict - in which Ebola-related ICRC activities were then included.

coordination is increasingly becoming the norm rather than the exception, as shown by the examples listed above. Dialogue at the strategic level is happening at regular intervals, the two international components of the Movement are jointly presenting appeals to donors, and in some cases, specific common narratives have been produced to show the common needs assessment and joint approach in support of the domestic response of the National Society concerned.

For the first time, a Movement Coordination Officer (MCO) was deployed as part of the response to the cyclones Idai and Kenneth in Mozambique. The purpose of the position is to serve the common interests of the Movement in large-scale emergencies, providing support in helping to build an environment conducive to efficient and timely coordination of the Movement's activities. The MCO played an important

role in helping to establish an effective Movement approach and avoid duplication of efforts. A mini-summit meeting between Cruz Vermelha de Mocambique (the Mozambique Red Cross Society), ICRC and IFRC, together with the subsequent joint statement, paved the way for the 3-level coordination platform that comprises coordination at the strategic, operational and technical levels, at national and local level. In particular, coordination was very effective when the second cyclone Kenneth made landfall in a conflict-affected area in Cabo Delgado Province. Cruz Vermelha de Mocambique, ICRC and IFRC worked together as 'one team', in 'one response', which included hosting IFRC staff in the ICRC office in Pemba, in the conflict-affected area.

Challenges to effective coordination included the lack of an established institutionalized system for Movement-wide management of information, sharing of information between components of the Movement, and for reporting on the Movement's response externally. In addition, the length of time taken to negotiate the wording of Joint Statements and Agreements led to delays in issuing these documents.

In Indonesia, in response to the earthquakes in Lombok, swift and focused interaction has paved the way for solid Movement coordination under the leadership of Palang Merah Indonesia (the Indonesian Red Cross Society). While the "One International Appeal" funding modality was not used, the IFRC integrated CHF 500,000 in its appeal for ICRC activities,

including Restoring Family Links and dignified body management activities. In Yemen and Ukraine, the ICRC has provided funding to the IFRC annual country plan in support of National Society capacity building and domestic response. The SMCC spirit was again evident in these cases and enabled a flexible and contextualized approach to be adopted, matching Movement ambitions with operational constraints.

Coordination requires sustained and structured efforts at all levels as a condition for success. In Venezuela, for example, SMCC mechanisms have not so far been activated. In response to cases such as these, there is a need for reflection on why SMCC is activated in some contexts and not in others and how we can better ensure a more consistent approach.

Despite the challenges identified above, there have been real gains in operational coordination over the reporting period - generating a reflex to coordinate in many contexts that was not there even five years ago. It is essential that we maintain this momentum, and continue to invest in SMCC, recognizing the work still ahead of us, to ensure that through improved coordination we achieve more effective outcomes for the communities that we serve.

Excerpt from a message from an IFRC staff member to his ICRC colleagues when leaving Mozambique:

“It has been a truly joint mission, where the work has prevailed and where the coordination between the two organizations has been expected at all times.

I feel happy to be part of this first deployment with all the actors of the Movement working together and I hope it will not be the last, since we can all contribute very useful things for future operations.”

3. SMCC Resolution - Activities

Under the supervision and guidance of joint ICRC and IFRC management, the series of planned activities to implement the 2015 resolution has been organized by technical teams comprising ICRC and IFRC personnel, who have called in National Society partners or used existing Movement forums to gather technical expertise and broader Movement inputs. Concurrently, the joint IFRC and ICRC global coordination team has monitored the work of the technical teams, ensuring that their work is reflected in current operations and encouraging colleagues to conduct new emergencies within the spirit of SMCC and utilizing SMCC tools and processes from the outset.

Over the reporting period, 28 out of 30 planned activities have been fully or partially achieved¹, while also recognizing that some actions are transformational for the Movement and will take longer to deliver results. In particular, there have been solid gains in achieving interoperability between security and logistics systems of the IFRC and ICRC. Further work is needed to align systems as much as possible, as this has been a barrier to coordination achieving its full potential.

It should be noted that, given the transformational ambition of the SMCC and the fact that the proposed activities are often complicated to implement, the two-year reporting timeframe under the resolution has been a challenge. While we can report on the activities carried out in this time period, it is difficult to specifically demonstrate the overall difference that SMCC is making in terms of operational impact on affected people. A longer-term reflection would be helpful. The intention, therefore, is to move to a four-year reporting period, with a progress report at the 2021 Council of Delegates and a full report at the 2023 Council of Delegates.

(a) SMCC Literacy

¹ Plan of Action with progress assessment in English available on request.

Under the SMCC priority of increasing SMCC literacy and the use of Movement coordination tools and mechanisms, there were encouraging, though uneven achievements. Significant new content was added to the SMCC online toolkit, including document templates, training videos, and examples of best practice. Technical obstacles remain, however, and have prevented further development of the toolkit. These largely relate to the hosting and accessibility of the website and its maintenance. There is a need to migrate the site to another platform such as Fednet, though the aim is to have it featured as an open source site, accessible to all practitioners without a password. SMCC awareness-raising has occurred at senior leadership levels, including at joint meetings of regional directors and at regional conferences. Apart from in Europe, we have been less successful in replicating SMCC focus countries, and in establishing technical support teams for SMCC at regional level. Nevertheless, SMCC tools have been applied in most new emergency situations where several Movement components were active.

SMCC content has been added to several training modules – the IMPACT course, the IFRC CAP Training –, and was successfully integrated in the Movement Induction Course for Europe and Central Asia. SMCC modules including testimonial videos will also be integrated into an e-learning tool which is being developed during 2019.

The SMCC Joint Coordination Team continues to promote the use of SMCC tools in preparedness for emergencies. In some cases, these have been developed during an emergency (e.g. the ongoing work on a Movement Coordination Agreement in Mozambique.) In other cases, SMCC tools are used as part of the planning process, such as Movement Contingency Plans (MCPs) (the MCPs in Armenia and Azerbaijan are being updated and MCPs are in progress for Ukraine and Peru) and Movement country plans. Overall, we have noted a reduction in interest in MCPs, with a focus in priority contexts on actual response rather than planning for potential scenarios. In other contexts, it is likely that partners do not yet see the added value of this collective planning. With the finalization of the MCP guidance note and related template, this tool will be promoted to National Societies in high risk countries. In the future, there also needs to be a greater focus on better coordinated needs assessment, planning and monitoring within the Movement.

SMCC literacy across the Movement remains critical to its success. Operational examples and anecdotal evidence confirm the importance of SMCC literacy when combined with a genuine willingness of Movement component leaders in a country to work together. If these preconditions are not fulfilled, SMCC can fail to get off the ground.

Gaps in understanding and in fostering a collaborative attitude are still visible across the Movement. It is likely that the reluctance of some individuals to engage in SMCC has been underestimated and has not been adequately addressed. It is therefore crucial that SMCC training and reinforcement, as well as the promotion of best practices, remains a priority to ensure that leadership, staff and volunteers understand the concept and the benefits. Experience shows that when the concept is demystified with concrete examples of achievements, there is often a recognition of the need to improve coordination.

The way forward

As such, there should be continued focus on the following aspects of SMCC literacy:

- Build capacity to support training of staff, especially new staff and country managers, in SMCC.
- Continue to invest in preparedness activities, joint planning and National Society development.
- Invest in coordinated needs assessment, planning and monitoring of emergency situations

- Encourage broader use of the SMCC tools and mechanisms which have been proven to add value: For example, the mini-summit, the three-level Movement coordination platform, joint communications.
- Continue to add templates and examples of best practice to the SMCC toolkit as well as migrate the toolkit to a new online platform.
- Invest specifically in building literacy among National Societies operating internationally, assisting the National Society in the affected country, and engage with them to ensure that they see the value and benefit for them of the SMCC approach.

(b) Interoperability

(i) Logistics

Under the priority area of further developing interoperability in logistics systems between Movement components, there have been six areas of activity: stocks, logistics support to cash transfer programming, procurement, National Society logistics development, fleet management and the Red Cross/Red Crescent logistics platform. The achievements and challenges encountered in this workstream are detailed below.

“[W]e have made tremendous progress in understanding and moving towards each other and in the willingness to increase our interoperability and deliver more and better to increase our impact”.

A member of the SMCC Logistics steering committee.

- Stock and Fleet: Ten relief items and twelve models of vehicles from seven different stock locations are now shared monthly and made accessible to Movement partners (approximate value - CHF 10 million). Common specifications and mechanisms for the transactions have been agreed through draft Standard Operating Procedures and a Service Agreement.

- Procurement: the IFRC and ICRC have included a clause in all Procurement Framework Agreements to facilitate access to the negotiated contracts and agreed conditions for other Movement partners. Quality, Social and

Environmental audits (QSE) performed by ICRC specialists and related tools are shared upon request with Movement partners.

- Cash: Significant progress has been made in this area with the support of National Societies and a dedicated staff member: the harmonization of a human resources competency framework and learning path for logistics staff working in cash programming has been completed, six joint training sessions on Cash for Support Services were conducted, including participants from across the Movement. A RACI (Responsible, Accountable, Consulted, Informed) matrix for conducting joint market assessments was also finalized and agreed by the steering committee.

– National Society Logistics development (NSLD): A working group comprising ten National Societies, the IFRC and ICRC has agreed on a Movement approach and methodology, clarifying roles and responsibilities and setting out how we will work and engage in prioritized countries. A basic Logistics Competencies Framework for National Societies based on those of the IFRC and ICRC was developed, and it is planned to pilot a common assessment tool in November 2019. This tool will be located on a logistics hub platform accessible online by all Movement members.

– Red Cross/Red Crescent Logistics platform: Logistics departments of several National Societies, the IFRC and ICRC identified the creation of a joint RC/RC Logistics platform as a way of increasing efficiency and cost effectiveness through increased collaboration, interoperability and resource optimization. A feasibility study was conducted, analysing five major operations where several Movement partners were involved (DRC, Nigeria, Pakistan,

South Sudan and Yemen,). The study included consultation (through a survey) with thirty-three respondents, structured interviews with twenty-five Movement partners and four external organizations (UN and NGOs). The recommendations in the ensuing report will be taken into consideration to improve cooperation and coordination in the future.

Despite the major progress made and noting the high engagement of staff from National Societies, the ICRC and IFRC, major challenges remain to increase the speed of transfer to operational contexts of the different achievements set out above. There is a need to further align systems and procedures within the Movement (both within the logistics area, and more broadly) to fully realize the gains made in logistics over the reporting period. This will require engagement with a broader group of stakeholders and sufficient resources.

The way forward

Given the achievements to date, and following a consultation in June 2019 with several National Societies, it was agreed to focus in the coming years on the interoperability of logistics, including common planning, global stock pre-positioning, mobilization and sourcing strategies, continue the work on harmonization of procedures and systems and develop a global cooperation agreement. Logistics development of National Societies and supporting a supply chain for cash-based interventions in emergencies also remain high priorities. Finally, ensuring the supply chain is consistent with the “do no harm” principle – including, but not confined to, environmental considerations – has also been identified as a potential workstream.

(i) Security

Another priority in the current reporting period was to further strengthen, streamline and harmonize safety and security management within the Movement. The progress in this area is set out below.

The ICRC and IFRC mapped out, updated and clarified commonalities and approaches with regards to security and crisis management support for National Societies and when working together. In consultation with the Security Focal Points Network (SFPN) comprising fifteen National Societies, the IFRC and ICRC respectively updated and refined their internal documents to clarify the security support available under different levels of security agreement. This Movement Security approach provides greater predictability when supporting the coordinated Movement response in any given context globally.

In terms of streamlining security management tools and training to strengthen security capacity across the Movement, there have been a number of activities including:

- Creating a shared training calendar to enable SFPN members to access training opportunities.
- Finalizing the minimum standards for Level II of the Movement Security Training Curriculum (Personal Security for Conflict/ Complex Environments module).
- ICRC delivered a 3-day Training-of-Trainers course on Security Awareness and Field Experience (SAFE) for SFPN.
- IFRC has developed an off-the-shelf Hostile Environment Awareness Training (HEAT) tool kit, available to Movement partners.
- The alignment of other documents is being finalized, including a Personal Information Data form to verify personal identity, Security Rules and Incident Reporting forms.
- The ICRC and IFRC are also consulting each other on updating security products such as the ICRC “Staying Alive” manual and the IFRC “Stay Safe” e-learning course.

Specific security and crisis management collaboration has occurred in several challenging operational contexts. These include higher risk conflict situations or other situations of violence and disaster-affected areas of the DRC, Nigeria and Mozambique, where the ICRC extended its security support to enable a greater joint Movement response to the humanitarian needs.

A major challenge relates to strengthening National Society involvement in SMCC Security collaboration, and capacity building. While a few National Societies have led SFPN working groups, additional involvement, ownership and co-leadership needs to be fostered to ensure the SMCC spirit becomes ingrained within the Movement's collective fabric and everyday working environment, rather than being a primarily IFRC and ICRC driven process.

The way forward

Much of the ongoing work on security tools, training and architecture should continue, as these workstreams have become integral parts of the Movement security collaboration landscape. The priorities should include cementing existing procedures and tools into everyday security management practices.

(ii) Surge

Increasing the interoperability of surge capacities between Movement components was a further priority during the reporting period. To facilitate this task, and following a recommendation of the Disasters and Crisis Working Group, the Emergency Response Units (ERU) technical working groups have been adapted and expanded to increase Movement participation. Four ERU technical working groups (Relief, Logistics, Basecamp and Health) were organized in June 2018 with the participation of National Societies, the IFRC and ICRC; another five are taking place over 2019 (WASH, IT and telecoms, Logistics, Health and Relief). The Global Surge meetings in 2018 and 2019 also brought together all Movement components.

Surge and technical teams are finalizing role-profiles to align competencies for surge personnel across the Movement in more than 60 roles; this coherence of competency frameworks will have impacts far beyond surge and is a major achievement in terms of aligning core and technical competencies. In addition to role-profiles which are aligned or coherent between IFRC and ICRC, the Movement Coordination Officer (MCO) profile has been specifically developed to work between the various Movement components involved in an operation. The MCO function was trialled in the recent MCO deployment in Mozambique.

The surge optimization process is supporting the alignment and harmonization of some surge training courses. For example, the first Movement Coordination Officer training is being jointly developed by IFRC and ICRC and is planned for November 2019. In addition, ICRC and IFRC are exploring ways to increase Movement-wide mobility of National Society surge personnel by improving the coherence of Standard Operating Procedures.

The way forward

Lessons from recent operational experiences in which surge mechanisms and/or personnel were deployed, including the DRC Ebola operation and Mozambique cyclones response, confirm the ongoing importance of surge alignment to improve Movement responses to emergencies.

One of the priorities for the next period is to clarify the deployment of MCOs, including agreeing on the triggers for deployment and arrangements with the deploying entity. Once the MCO training has occurred (scheduled for November 2019) and there is a pool of trained staff, we will be ready for more systematic deployment in large-scale emergencies. Further work is also needed to explore areas for alignment of the mechanisms and tools for deployments to maximize the efficiency of the overall Movement response, building on coordinated needs assessment, planning and monitoring.

Key challenges will be to maximize the complementarity and effectiveness of Movement components in responding to protracted crises, to ensure a central, fully supported role for the National Society of the affected country in every response, and to broaden the involvement and buy-in of National Societies to the surge-related aspects of the SMCC process.

(c) Resource Mobilization

The final priority area is continuing to improve coherence in resource mobilization and developing modalities that ensure the cost efficiency and credibility of the Movement response.

In 2018 and 2019 a 'One International Appeal' (OIA) (where one international component of the Movement carries a funding campaign on behalf of both) was launched for the Democratic Republic of Congo Ebola outbreak and there have been several coordinated campaigns (but with separate funding tools), including for Bangladesh, Ethiopia, Mozambique as well as Venezuela/Colombia and the region in response to population movement.

To further strengthen the coordination, the ICRC and IFRC increased the number of joint briefings on operations for Permanent Missions in Geneva, for both one international appeal and coordinated appeals. This initiative was welcomed by the Missions, who appreciated this level of coordination and commented on the relevance and usefulness of such briefings. In addition, the ICRC and IFRC provided Movement messages to National Societies on operational responses to be used either when launching fundraising campaigns or when speaking with institutional donors. There has also been increased coordination between the IFRC and ICRC on calls to National Society partners where the ICRC participates and is present in IFRC-led partner calls to provide an update on their complementary response.

One priority task was to conduct a lessons-learning review of the OIA funding modality and develop future actions based on the results of the review. As one of the outcomes of the previous SMCC resolution, the OIA modality was conceived to: a) capitalize on the complementarity of the two components tasked with launching international appeals; and b) increase the overall funding.

In line with an intentional learning-by-doing approach, an external review of the OIA was commissioned and conducted in the final quarter of 2018. The ensuing report highlights strengths and shortcomings of the modality, as well as areas for improvement based on experiences in a limited number of contexts, cautioning against the use of the OIA modality before these are implemented. The report namely suggests improvements in the following categories: a) need for better strategic framing of the modality (the WHAT and WHY), b) need for pre-conditions for when it is used (the WHEN and WHERE), c) need for finalised Standard Operating Procedures and templates to guide its use (the HOW), d) need for improved monitoring, and e) learning mechanisms. The report also recognizes that broader issues beyond the realm of resource mobilisation have had an impact on the effectiveness of the OIA, and makes recommendations concerning Movement complementarity and operational coordination, as well as longer-term National Society development activities.

Consultations on the report have taken place within the ICRC and IFRC and with National Societies through teleconferences in July 2019 to gather comments and suggestions on the way forward.

The way forward

The OIA experience has helped the IFRC and ICRC to know each other better and benefit from each other's operational presence. It has demonstrated to donors that both institutions are serious in working together, remain fully committed to the spirit of SMCC and continue exploring ways to ensure coordination and the complementary use of resources, especially in situations of large and complex emergencies. The consultants' finding that the OIA mechanism worked best in contexts where there was already strong coordination among components of the Movement is testament to the continued need to progress the SMCC initiative, in an inclusive manner, supporting the domestic response of the National Society and making the best of the complementarity between the local and international

response. Nevertheless, and acknowledging that this was an early review of a new initiative, various field experiences collected so far confirm that the use of the OIA modality has been time consuming, especially due to the different financial systems and procedures of the IFRC and ICRC.

Considering both the report's findings and the subsequent consultations, the Steering Committee of the SMCC currently prioritizes the use of "coordinated appeals" which are simpler to administer but does not rule out the activation of the OIA modality if it sees essential conditions met. In the case of coordinated appeals, the Movement opts for a joint narrative, presented jointly to donors, while using separate funding instruments. Donor acceptance and ease of such a way of working in emergencies has made it the minimum standard for future emergencies.

Feedback received from donors is that joint positioning, briefings and statements have changed the way donors see us, as the "Red Pillar" - more comprehensible, coherent and predictable. It is important to continue to work with donors to ensure that this increasing clarity will result in increased funding. As one of the additional benefits that go beyond the OIA modality, we have received joint invitations to key events, asking us to present a joint analysis of key humanitarian issues.

Nevertheless, while the focus needs to remain on better alignment between the IFRC and ICRC in issuing international appeals, the SMCC process needs to commit to including the National Society in the affected country and Partner National Societies better in the planning of the collective response and as sources of joint action for mobilization of resources.

4. BEYOND SMCC

SMCC has contributed to a change in mindset (the so-called "**SMCC spirit**") towards greater openness to coordination in areas not formally covered by the process. A few examples are given below.

Civil/Military Relations (CMR): The growing involvement of military bodies in emergency responses has resulted in a Movement-wide initiative to foster greater collaboration when engaging such entities. In Asia-Pacific, the secondment of ICRC staff to the IFRC to conduct CMR activities, cross-Movement fertilization of tools and practices, and the development of common guidelines and training, has strengthened the Movement's engagement with military bodies. Similar initiatives have begun in the Americas, and other regions have committed to further their CMR approach. A shared position of CMR Advisor was created between the ICRC and IFRC in late 2018 and a plan of action including developing a common operational framework, establishing a Movement-wide network of staff working on CMR, and conducting outreach and advocacy is being implemented.

Cash Transfer Programming: There has been solid Movement coordination in cash transfer programming through a Cash Advisory Group and Cash Peer Working Group, which have set targets outlining the Movement's ambition as a global leader in the delivery of quality humanitarian cash programmes: by 2020 the Movement aims to deliver CHF 1 billion in Cash and Voucher Assistance, deliver cash in 100 countries, and have 50 National Societies supported through cash preparedness activities. The "Counting Cash" as a Movement initiative shows that, in 2018, we increased the amount of cash delivered globally from CHF 800 million to CHF 825 million, reaching five million people across 52 countries.

Community Engagement and Accountability: The Movement-wide Minimum Commitments and Actions on Community Engagement and Accountability has been developed in consultation

with over 20 National Societies and will be presented as a draft resolution for approval by the 2019 Council of Delegates.

5. CONCLUSION AND WAY FORWARD

Experience since 2013 has shown that improving coordination is feasible and is generally an incremental process that reinforces the collective Movement and its component parts. This process has resulted in strengthened coordination in a number of response operations during the review period (2017-2019) and has reinforced the Movement's reflex to coordinate in ways that were not there five years ago. Advancements in technical areas, such as improving interoperability in logistics, security and surge, and expansion of tools and training, help to facilitate operational coordination. Our SMCC progress, including joint positioning, has also helped donors and other stakeholders to see the "Red Pillar" as a more coherent and more predictable partner and has created an expectation that this is how we now work, and will continue to work, as the Red Cross and Red Crescent Movement.

Notwithstanding these advances, coordination is a complex endeavour and challenges remain. A principal challenge is to ensure that colleagues across the Movement cultivate a mindset to coordinate – this can be a greater obstacle than technical or systemic incompatibilities. Committed political leadership has been crucial to our progress and must be maintained and further developed to avoid lapsing into the competitive attitudes and practices of the past. While there are inherent difficulties in coordinating – it takes time and effort – the benefits need to be well understood by leadership at all levels of the Movement. Coordinating our resource mobilization has also been challenging. In some contexts, it has brought us closer together as a Movement; in others it has created difficulties, and, therefore, different models have been tested with varying results. but have generally been appreciated by donors. Obtaining sound quantitative data on the operational dividends of coordination has been an additional challenge, but the qualitative evidence suggests that we are making solid progress.

The focus of SMCC to date has been on establishing inclusive and predictable Movement coordination as a better way of working together. Having built that foundation and having shown that it is feasible and beneficial, we have a greater ambition for the future. With the necessary political leadership and continued commitment, the objective of the next phase – **SMCC 2.0** – is to maximize the Movement's potential and bring its response to an optimal scale. To do so, this new phase must succeed in better integrating National Societies, at both strategic and operational level, and securing stronger investment in the process from all Movement components.

It is proposed that SMCC 2.0 should focus on seven priority areas, of which two are foundational elements and five are key enablers of Movement coordination. These priorities are organized around the overarching ambition of achieving an efficient and effective humanitarian response.

The first foundational element is ensuring the **well-coordinated use of the Movement components' respective functions and responsibilities to operate**, conferred by the States and/or by the Movement itself. These are not mutually exclusive but should be exercised in a complementary manner in support of the conduct of operations and in influencing stakeholders to expand the Movement's outreach, access and acceptance.

The second foundational element is to increase **funding for the Movement's operations**. Building on the OIA review recommendations, the Movement should ensure that resource mobilization is comprehensible, coherent and predictable, with coordinated appeals being the minimum requirement. Continued efforts to enhance the visibility of Movement operations through robust data collection and the communication of timely information on the Movement

footprint will enable internal and external stakeholders to more fully recognize opportunities for co-investment and collective impact.

The following five enablers of efficient joint Movement action will allow linking with existing workstreams within and outside SMCC:

To fully realize the gains made so far, further work on **interoperability of systems and procedures** within the Movement should be pursued beyond 2019. While there is encouraging progress in the areas of logistics, security and surge, new workstreams may be needed in other areas where reinforcing interoperability of our systems will translate into increased operational impact.

Understanding and utilizing the **capacities** of each Movement component to contribute to a response, including domestic competencies of National Societies, will help to ensure operations are provided with adequate and efficient services. These investments will accelerate the activation of SMCC in operational contexts and improve our collective ability to scale up response when needed.

SMCC literacy is key to operating effectively as a Movement. Continued investment in building SMCC literacy, such as through training for new staff and country managers and developing a pool of trained Movement Coordination Officers will assist in generating a shared understanding of Movement roles and will help to ensure **collective readiness for response**. We will also continue the development of the SMCC toolkit, reflecting on whether other tools are required for different contexts and after assessing what has worked well in operations.

The **local dimension of the Movement response** and the question of its interaction with the related international response has always been at the heart of Movement operations and has become increasingly important with the Localization Agenda. As such, a further priority area is promoting complementary domestic and international response that reinforces the capacity of the National Society in the affected country and strengthens the operational impact and long-term sustainability.

Lastly and importantly, it is vital that we enhance our collective ability to be the first domestic and international responders to emergencies, and to **timely and adequately scale up** the Movement response in line with our ambitions. This will reinforce the position of the Movement as a key global responder.

Solid advances achieved through the SMCC process to date testify that we are on a journey headed in the right direction, that will only benefit our collective impact and communities we serve. The SMCC achievements have created a foundation and expectations for the Movement to work together. Having shown it is attainable and within reach, it is time to elevate discussions and practice to unleash the Movement's full potential and ensure sustainable transformation.