



# Power of humanity

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and Red Crescent Movement

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## Strengthening Movement Coordination and Cooperation (SMCC 2.0)

PROGRESS REPORT

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# EXECUTIVE SUMMARY

Strengthening Movement Coordination and Cooperation (SMCC) 2.0 has continued to show the relevance of the work started in 2013, moving forward in seven priority areas in close collaboration with all Movement components. The SMCC 2.0 team joins the efforts of 54 National Societies (NSs) that are implementing the initiative at country level as members of the National Society Reference Group or as members of 11 technical Movement Implementation Teams (MITs) focusing on the key priorities set out in the Resolution.

The achievements of the various MITs include coordinated appeals, ensuring standardized data collection, fleet agreements that ensure cost-efficiency, awareness and communication strategies and technological interoperability. They strengthen security agreements and improve deployment mechanisms, among many other critical activities. The Steering Committee, along with the Coordination Group that supports it, helps guide these efforts and creates platforms to ensure all voices are heard, as at the SMCC Summit in 2021.

In operations, SMCC has continued to make significant progress. The COVID-19 pandemic is one critical example of our improved response globally, with unprecedented centralized and coordinated appeals complementing and supporting NS responses in their respective countries. Another major development is the ongoing conflict in Ukraine, where SMCC tools have enabled solid, innovative and impactful coordination from the outset. From Goma to Nagorno-Karabakh, SMCC strengthened our reflex to cooperate and our impact. However, SMCC also faces challenges, with COVID-19 negatively impacting the new SMCC 2.0 thematic structure and its MITs. Operational coordination could have been smoother in a number of contexts. It was challenging for a range of reasons including, among others, contextual issues and limited collaborative practices prior to and during the crisis (lessons learned will have to be taken into account to unpack and address these issues to the extent possible).

Overall, there have been considerable advances across the Movement although it should not be forgotten that improving cooperation is an incremental process of learning to walk together. Thanks to the strong commitment from all Movement partners, our joint efforts and a collaborative spirit, SMCC is ensuring we can do *“more, better and faster”*.

## 1) INTRODUCTION

There is an African proverb that says: ***“If you want to go fast, go alone. If you want to go far, go together”***.

The SMCC initiative builds on these wise words and takes this sentiment one step further, stressing the importance of coordination and cooperation as we aim for scale, complementarity, speed, and meaningful impact for the people we serve.

## 2) BACKGROUND

SMCC is an ambitious global Movement initiative that aims to improve our Movement’s operational impact by ensuring quality and timely coordination and increasing the interoperability of our systems, for example.

The SMCC was launched in 2013, with follow-up resolutions in 2015 and 2017. The Movement renewed its commitment to SMCC during the 2019 Council of Delegates (CoD), approving the SMCC 2.0 Resolution for the period 2019–2023.

The SMCC 2.0 Resolution highlighted seven priority areas (see CD/19/R9) and called for the active participation of all Movement components, especially NSs, in the development and implementation of activities and mechanisms. It was decided that the priority area of conferred responsibilities would be tackled outside the SMCC in a separate process related to the review of the Seville Agreement and its Supplementary Measures. The areas of work for the remaining six priorities were clustered in 11 working groups, called Movement Implementation Teams (MITs).

In line with the direction set at the CoD, the Steering Committee created a structure to facilitate the inclusion of all Movement components and increase ownership of SMCC. The Resolution also requests the Steering Committee to report back to the 2021 CoD on progress made.

This report aims to highlight:

- I. The process of setting up the SMCC 2.0 structure, ensuring the strong involvement of NSs at both the strategic and operational level. It provides examples of how the SMCC initiative has contributed to improved humanitarian response during medium- to large-scale emergencies.
- II. The ambitions addressed and the work carried out collectively by all Movement partners through the MITs.
- III. Challenges faced and priorities going forward.

### 3) PROGRESS

#### A) ESTABLISHING THE SMCC 2.0 STRUCTURE

The first phase of SMCC 2.0 was to set up a structure, ensuring strong participation across the whole Movement at the overall strategic and operational level.

- The Steering Committee guides the overall implementation of the CoD Resolution. It is supported by the SMCC Coordination Group.
- To guide strategic thinking on the SMCC 2.0 structure and priorities, the Steering Committee established the National Society Reference Group (NSRG). The NSRG consists of 20 senior NS members, with its composition reflecting the diversity of the Movement.<sup>1</sup> It has guided the Steering Committee notably on the overall SMCC 2.0 set-up and plan of action (POA).
- At the technical level, 11 MITs were created to work on the priorities referenced in the CoD Resolution, with the participation of over 30 NSs (the graph below includes the NSRG) from all five regions. Each MIT manages the implementation of activities related to a specific SMCC workstream. They are each led by two co-chairs, most of whom are from NSs, and are supported by several experts from other Movement components. By the end of 2020, the MITs had established their teams, developed their terms of reference and prepared POAs. The implementation of the POAs started in late 2020/early 2021. The achievements of the MITs are detailed below.

*Number of National Societies represented in the SMCC 2.0 process by region*



**GENDER BALANCE IN THE SMCC 2.0 PROCESS**



#### B) THEMATIC PROGRESS

The MITs were formed with key staff from all three Movement components in 2020. Once the teams were established, indicators of success were agreed on and a POA was developed for each thematic area.

<sup>1</sup>Besides the overarching ambition of being a truly Movement-wide initiative, SMCC 2.0 aims to ensure balanced geographical and gender representation. By 2021, a total of 54 NSs were actively engaged in the SMCC 2.0 process at the strategic and operational level. Women accounted for 47% and men for 53% of those participating in SMCC across the NSRG and MITs.

The section below outlines the progress made by the MITs.

### **Resource Mobilization**

The overall objective of the MIT on Resource Mobilization was to establish coordinated appeals as standard for the Movement. As can be seen in Section C, a lot of effort went into ensuring common, well-coordinated fundraising approaches.

#### Key actions, achievements and next steps

- At the time of writing, the ICRC/IFRC Funding Modality Agreement was in the process of being renewed. The ambition is to increase the overall impact of collective response through efficient resource mobilization built on principles of complementarity and internal non-competition.
- The process of developing standard operating procedures (SOPs) for coordinated appeals has been launched and will be tested and finalized by the end of 2023. These can be further built on for more ambitious collaborative arrangements in the future.
- Efforts will continue to build best practice for major crises of common concern.

### **Operational Data**

The aim is to develop Movement-wide standards for robust data collection and process guidelines for the Movement Picture to raise the visibility of the Movement footprint for operational and resource mobilization purposes.

#### Key actions, achievements and next steps

- The MIT is operating as an information sharing platform for different initiatives, with a view to increasing understanding of and familiarity with various data policies and practices. Additionally, it facilitates Movement communication on events and data policies and practices.
- As various versions of the Movement Picture have been used in recent operations, the MIT is conducting a data analysis to identify what works and what needs to change. The lessons learned will inform the revision of the Movement Picture concept note, purpose and template.
- Next steps for this MIT include updating the Movement Picture package, ensuring it captures lessons learned and remains relevant at field level, checking that the SMCC toolkit has relevant Movement Picture resources and continuing to use the SMCC platform to share updates on different operational data initiatives and to identify synergies across them.

### **Communication**

The goal is to enhance the public profile of the Movement during large-scale emergencies and maximize the communication potential of each of its components.

#### Key actions, achievements and next steps

- Two workstreams are focused on reviewing current ways of working and the toolkit and on simplifying templates for NS use, with the selection of three NSs where collective action can reinforce their existing capacities based on a thorough gap analysis.
- SOPs will be drafted for Movement communication during emergencies, which will provide guidance and contribute to faster and more coherent communication strategies. They include reference to fundraising to establish interlinkages between the MIT on Communication and the MIT on Resource Mobilization.
- By 2023, the communication section of the SMCC toolkit will have been improved and updated, including the new SOPs, an analysis of communication capacities and gaps and a strategy for capacity-building.

### **Logistics**

The key objective is to ensure that logistics systems within the Movement are fully interoperable.

### Key actions, achievements and next steps

- A fleet agreement was signed by the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) on the sourcing of vehicles between them and the use of each other's stocks and maintenance services.
- A platform was created to discuss and improve interoperability based on a collaborative approach.
- A logistics coordination forum was created for several operations (Democratic Republic of the Congo (DRC), Ethiopia, Haiti, Afghanistan, etc.) to provide updates on operations, explore areas of cooperation and share assets.
- Three case studies were produced, focusing on NS logistics development.
- The MIT worked with more than 100 organizations for the adoption of a carbon accounting tool to standardize emissions measurement, develop synergies and, ultimately, reduce costs and emissions.
- SOPs for workshop waste management were finalized. They provide guidance for the handling and processing of vehicles in relation to waste. Sustainability guidelines on six items have been published in the Standard Products Catalogue. A twice-yearly newsletter is published to share what the Movement is doing to reduce sustainability risks for supply chains.
- Discussions are ongoing on shared stock location in East Africa. The ICRC decided not to hold stock in Asia and will be able to access IFRC stock to avoid duplication.
- In the upcoming period, the focus will be on sustainable procurement, reducing the sustainability risk for items distributed and continuing to develop sustainability guidelines and best practices. SOPs will be developed to streamline logistics coordination in emergencies and facilitate the sharing of stock. Moreover, the MIT will work on peer support to reduce the sustainability impact of the different supply chains. Lastly, it will support the launch of a Sustainable Supply Chain Challenge and develop driver training and road safety guidelines.

### **Security**

The goal is that security framework and safe/SAF working modalities are fully documented and explicit for the various Movement components, and that they are promoted and used in all relevant contexts.

### Key actions, achievements and next steps

- Next steps include increasing NS involvement in security collaboration using a gradual approach. The MIT will facilitate a NS security focal point structure similar to the Security Focal Point Network (SFPN) for NSs that have dedicated security focal points. This will increase the understanding, operational efficiency and effectiveness of security initiatives. The MIT will also examine security management "lessons learned" and potential future challenges and opportunities resulting from the COVID-19 experience.
- An effectiveness and satisfaction survey was conducted on Security Management Support Agreements among NSs that have signed L1-3 security agreements with the ICRC/IFRC. The results and recommendations will be tabled at the annual SFPN meeting in June 2022.
- Security recommendations emerging from two previous SMCC cycles were assessed in terms of progress and relevance. Action points from SMCC final reports were taken up at the SFPN level.
- There will be increased joint investment and focus on new security support agreements between the ICRC and the IFRC in operational contexts, such as Ukraine, and the agreement in Nigeria has been renewed.

### **Surge**

The aim is to strengthen the Movement's capacity to carry out timely physical or virtual deployment of expertise to ensure efficient response in a variety of contexts.

### Key actions, achievements and next steps

- IFRC/ICRC mutual surge deployment capacities and procedures will be established with a roster of specialized staff and volunteers from NSs and from within the IFRC and the ICRC, based on the sharing of role profiles. Water, sanitation and hygiene (WASH) has been identified to pilot deployment across the IFRC and the ICRC. A concept note has been mutually agreed to deliver on this and may be replicated for other profiles.
- To ensure the interoperability of systems and processes, the ICRC is contributing to the various IFRC/NS-led platforms on optimization and development of the Movement's surge capacity. Lessons from the Haiti earthquake operation (deployment of several ICRC members to the IFRC operation) will be applied.
- In order to strengthen mutual deployment performance, the ICRC will finalize its internal protocol needed to second employees to other organizations (IFRC, NSs, etc.), thus enabling support missions across the Movement.
- IFRC and ICRC technical stakeholders will contribute to the emergency response unit (ERU) optimization process. As well as using lessons learned from previous ICRC/NS operations to better pool resources, efforts will be undertaken to increase complementarity and pilot new surge approaches offered by some NSs (Canadian, German, Norwegian, Swiss, etc.). A common process for deployment will also be set up in 2022 to ensure agility and quality in our mutual deployments.
- Activities for learning and development cross-fertilization and the mapping of relevant surge training are ongoing, and it has been agreed by both the IFRC and the ICRC to give spots from participants from the other organisations (.e. IFRC staff can attend courses arranged by ICRC and vice versa).
- Good coordination and cooperation on Movement surge will continue through focal points at HQs. This MIT will lead the development of a memorandum of understanding on the deployment of profiles of interest.

## **IT and New Technology**

The objective of this MIT is to ensure that IT systems provide high-quality connection and easy communication between Movement components. Hardware and software should be compatible and allow rapid integration when personnel are deployed with or seconded to other Movement components.

### Key actions, achievements and next steps

- As the two NSs co-chairing this workstream had to withdraw, the ICRC and the IFRC took over the co-chair roles. The work of this MIT is therefore not very advanced and has been refocused to concentrate on IT only, specifically on ensuring the compatibility of existing tools between the ICRC and the IFRC, with the possibility of including NSs as implementation advances. Strategies will be discussed to ensure interoperability between systems.

## **Competencies**

The goal is to contribute to understanding the core and technical capacities of the Movement components and to ensuring they are employed efficiently. It seeks to strengthen complementarity.

### Key actions, achievements and next steps

- The MIT has been consulting with key NS members on the mapping of NS competencies (2018). The mapping questionnaire and the analysis of the results were shared and discussed within the MIT.
- The MIT has established four sub-groups to gather and analyse information on competencies within the IFRC Secretariat, the ICRC, reference centres/thematic hubs and NSs.
- Next, the MIT will look into ways of increasing awareness about the efficient and complementary utilization of competencies in Movement responses. A closer link will be established between this MIT and the ongoing development of Competency Networks (e.g., Finance Development).

## **Awareness and Promotion**

The objective is to ensure that the reflex to coordinate is well anchored across our Movement and applied in

all contexts where several Movement components are active. Coordination tools are known and understood and included as part of the training curriculum for all personnel concerned. The toolkit is updated regularly.

#### Key actions, achievements and next steps

- In 2021, the MIT conducted a survey to assess the general level of awareness of the SMCC process in the Movement. People from all components were interviewed, and 40 people completed the survey.
- Based on the survey results, the MIT will develop recommendations to improve accessibility, user-friendliness and the availability of training. There are ongoing discussions to establish regional networks or an SMCC Helpline. To contribute to a change of mindset and attitude, the MIT will look at success stories, such as South Sudan and Ukraine.
- In terms of promotion, it will identify appropriate channels and platforms (regional networks, Movement meetings, etc.) for raising SMCC awareness and the benefits of coordinated approaches.

#### **Local Action**

The objective is to ensure optimal complementarity between domestic and international actors.

#### Key actions, achievements and next steps

- The focus is on the collection of data on local action and localization. Mapping to identify good practices and gaps in research found that there are fewer studies on “locally led action” than on localization.
- Two virtual events – Movement Planet:Red and the IFRC NS Development (NSD) Network:Red – were organized to explore locally led action. The NSs from the Bahamas, Honduras and Sierra Leone and many others shared their experiences, which could be further analysed.
- The MIT will complete the analysis of the mapping of existing studies and research and identify gaps where further studies are needed. It will summarize the main findings and lessons learned for distribution and future use. Another aim is to contribute to the updated SMCC training package on local action, especially strengthening the central role of NSs in their respective countries. Finally, the MIT will liaise with local leadership development initiatives/volunteering alliances to ensure coherence on locally led action.

#### **Scalability**

The aim is to enhance the Movement’s agility to deliver a timely response at scale to medium-to-large-scale emergencies. The aim is to achieve an operationally stronger, more coherent, co-creating Red Pillar.

#### Key actions, achievements and next steps

- Given the current lack of research, analysis and documentation on scalability within the Movement and beyond, the MIT has identified that “groundwork” is needed on this issue before it can be addressed from an SMCC perspective and integrated into an operational framework.
- The initial discussions on scalability revealed the strategic and operational relevance of the topic but also the lack of a common definition and understanding within the Movement (e.g., ability to scale up or down; what we mean by achieving the right scale) and the complexity of factors that influence the ability of the Movement to achieve the right scale (both enablers and preventers).
- The MIT co-chairs will develop a framing document on scalability that responds to the needs and particularities of our Movement.

#### **SMCC Coordination Group**

The SMCC Coordination Group (CG), for its part, has continued coordinating and monitoring the implementation of the CoD Resolution, in support of the Steering Committee, notably by establishing the SMCC 2.0 structure. This included setting up an NSRG and MITs. To raise awareness on SMCC, the CG continued to populate the SMCC toolkit website, organized its translation into four languages and produced a newsletter. The CG organized the SMCC Summit in November 2021 for the main purpose of securing a renewed Movement commitment to SMCC. The summit was attended by more than 300 participants (from

89 NSs, the IFRC and the ICRC) and concluded with a firm pledge to focus on enhancing the SMCC spirit of cooperation

The CG provided support and advice to operational teams for effective cooperation in emergencies and continued developing, in liaison with Operations, key tools for the implementation of well-coordinated Movement response, such as the Movement Contingency Plan guidance document.

In the coming months, the CG will focus on improving dissemination of SMCC best practices and the toolkit to increase awareness and on developing the offline version of the SMCC toolkit. It will also develop training on coordination to be provided at country or regional level. As follow-up to the summit, the CG will produce guidance both for Movement leaders on how to make their organization SMCC-compatible and for Operations on how to implement SMCC and reinforce preparedness.

### C) OPERATIONAL PROGRESS

The period under review saw several new or recurrent emergencies, though none as unexpected, global, disruptive and challenging as the COVID-19 pandemic. However, the Movement components have managed to respond effectively on their own and collectively to the unprecedented health crisis. In many instances, the extent and scope of the response was increased through efficient coordination with other Movement components.

Throughout the pandemic, we have seen unprecedented levels of coordination both at the local and global level. There is little doubt that this was in good part the result of the groundwork carried out on SMCC since 2013, not only in terms of the tools that had been developed, but also, and more importantly, in terms of changing mindsets and attitudes. The increasingly automatic reflex to coordinate has paved the way for more systematic, consistent and effective working together.

The change in the approach was most clearly visible at the Geneva level, where the two international components of the Movement joined forces solidly from the onset of the global pandemic, notwithstanding the logistical challenges posed by the situation. The two organizations jointly launched the biggest Movement-wide appeal ever, amounting to over 2 million Swiss francs. This is a direct result of the work done by the Resource Mobilization teams to develop and implement coordinated appeals. On the sidelines of this appeal, the Movement communicated jointly with donors and shared a common narrative on the work carried out in these difficult times.

*Ukraine, which has been an SMCC flagship context since 2016, continues to walk the talk and benefit from the very solid coordination structure and dialogue, particularly as the conflict escalates. As soon as the situation turned into an emergency, SMCC kicked in and a **Mini-Summit** was held, a **Joint Statement** was released and the deployment of a **Movement Coordination Officer (MCO)** was agreed – all while maintaining close communication among all partners at every level, notably reinforced by an agreement on allocation of convener responsibilities for each affected country. A joint IFRC/ICRC Movement Log Hub has been established to assist the Ukrainian Red Cross Society and the NSs in bordering countries. A **Mini-Summit** also took place in Russia while other SMCC tools are being used or planned for use in other affected countries.*

In technical areas, COVID-19 has also shown the added value of SMCC on the logistics front, where the extensive work performed over the years allowed joint tendering for protective equipment in the first months of the pandemic. This illustrates not only our capacity to come together in difficult times, but also the fact that coordination increases coherence and ensures more efficient use of resources. By joining forces, the Movement was in a much better position to access vital equipment, which allowed us to be collectively more responsive in fulfilling our duty of care. These non-exhaustive examples demonstrate the far-reaching impact of SMCC and how it shapes and profiles the Movement.

The escalation of the conflict in **Ukraine**, in progress at the time of writing, has confirmed the ever-increasing importance of good coordination to reinforce the Red Pillar response in the face of major emergencies requiring all Movement components to pool their capacities and pull together. While coordination is strong at country level and in neighbouring countries, it is worth mentioning the many innovative initiatives unfolding at regional and Geneva level, including a joint Steering Committee at senior operational level, mutual integration in task forces and agreement on convener roles for each affected country followed by a joint letter



to all NSs. This puts the Movement in the best possible position to deliver timely and efficient assistance and protection to the affected populations, fully respecting the Movement's Fundamental Principles.

In the meantime, the past two years have seen other major emergencies unfold, from Ethiopia to Haiti, from Nagorno-Karabakh to Tonga, from DRC (Goma eruption) to Afghanistan. A common feature of all these emergencies is that, due to COVID-19, they have forced the Movement to adapt and focus further on a localized response due in part to the limitations on deploying personnel internationally. In these contexts too, the collective response and impact have been boosted by SMCC.

The Mini-Summit and other important SMCC tools have been used at different levels in the various emergencies of the past two years, confirming that the earlier the coordination starts, the better the collective response. In this respect, the **Mini-Summit** or a similar coordination meeting, which should happen within the first 24 to 48 hours of the onset of an emergency, has proven invaluable. It provides an opportunity to build a common understanding of the situation and clarify roles and responsibilities, while better orienting the Movement for future responses. We will provide examples below of how this and other tools have been used in specific contexts.

In response to the volcano eruption in **Goma, DRC**, an internal case study conducted with support from the Canadian Red Cross Society shows that the **Mini-Summit** assisted in setting the operation on the right course. The Movement partners also benefited from previous SMCC experiences, notably the Ebola response, and the fact that coordination mechanisms were already functioning well. The **physical proximity of teams** has been identified as another key enabler of quality coordination, as the IFRC team has **shared office space** in the ICRC compound. This ability to communicate and exchange information frequently and connect immediately when the situation evolves has increased the trust between partners, strengthened coordination and reinforced a common understanding.

The deployment of **Movement Coordination Officers** (MCOs) had been successful in Mozambique in 2019 and was followed by training in Vienna. Since the onset of COVID-19, however, travel restrictions – and the general engagement of MCOs in the domestic response to the pandemic – have meant that it was not possible to grant requests to deploy MCOs, as was the case for Cameroon and Mali. The new situation warrants a reassessment of this Movement position. This reflection might now be advanced by the deployment that is presently being considered to support the response in Ukraine.

In the **Nagorno-Karabakh** conflict, the use of the **Movement Contingency Plan** (MCP), developed between all Movement components present under the leadership of the Armenian Red Cross Society in 2016, has been instrumental in setting the response on the right foot. It shows that, even if the plan does not match the situation that is unfolding, the planning process is instrumental, as all major parameters of response are discussed and agreed upon, allowing the focus to be on implementation. The complementarity of the response was reinforced and coordination was much smoother. In the context of **Iran**, an **MCP** also proved useful to manage the risk of an overflow of refugees from Afghanistan. Working groups involving the Red Crescent Society of the Islamic Republic of Iran, the IFRC and the ICRC were created to define differentiated roles and responsibilities. In September 2021, the MCP was finalized, just as the first wave of Afghan refugees entered the country. The MCP was a useful tool for operational planning, resource mobilization, transparency and NSD and for positioning the Red Pillar vis-à-vis donors and the public.

The **Movement Coordination Agreement (MCA)**, which is in use in at least in 18 contexts, with plans to develop it in 14 more, along with the three-level coordination mechanism that it establishes (strategic, operational and technical), is a key element for solid, holistic coordination. The response to Hurricane Matthew in **Haiti** benefited from the MCA being functional and in use before this new emergency unfolded. Moreover, in **Afghanistan**, an **MCA** was also put in place in 2021 and remains active as a reference document for all Movement partners. These mechanisms established around the NS of the affected country should ideally be activated in all contexts where more than two Movement components are active.

However, despite these good examples of the effectiveness of SMCC tools, these mechanisms are still not sufficiently known across the Movement – a concern which was raised during the SMCC Summit. While the Mini-Summit has proved to be effective, they need to be held on a more regular basis to be able to adapt to evolving contexts. Additionally, some of these tools have been more difficult to put in place. This can be explained by the significant burden put on our organizations in large-scale emergencies to respond effectively and rapidly, especially if no dedicated resource for coordination is available to each

organization involved in the response. This shows that coordination requires collective investment and additional resources.

This was the case with **the Movement Picture**, a set of guiding principles, protocols and templates that form a snapshot of the extent and depth of the collective response, which has proven difficult to develop in the midst of an emergency response. In the context of Ethiopia, where the development of a Movement Picture is close to being finalized, the process – while challenging – has had positive results, and Movement partners appreciated being able to collectively decide on success indicators, on the information to be included and on the structure of the document. Other contexts in which the Movement Picture has been successfully developed include **Venezuela** and **Haiti**.

Moreover, the implementation of the IFRC Agenda for Renewal and related IFRC Membership Coordination at country level can contribute to effective Movement coordination by ensuring coherent action across the IFRC membership in support of the host NS.

Despite all these telling examples of good coordination, we have to accept that coordination takes time and investment. While we have collectively come a long way, we can improve further, as demonstrated by the challenges faced in the larger-scale emergencies, and lessons learned exercises should be undertaken in those contexts where coordination proved challenging due to a number of internal and external reasons. We, as a Movement, still need to ensure that coordination is prioritized at the onset of a crisis, that all partners understand the tools and that they sign up to coordination in the long run and with a genuine intent to work more effectively as a Movement to help affected people.

#### 4) IMPLEMENTATION AND MONITORING

The Steering Committee of the SMCC initiative will continue to monitor the advancement of the various files with the support of the SMCC CG. The Steering Committee will report on a regular basis to the Standing Commission and will present a final report at the 2023 CoD.

##### Challenges in the implementation of SMCC 2.0

While SMCC contributed to achieving a more coherent joint response by our Movement to COVID-19, the pandemic limited the SMCC team's implementation capacity. This impacted negatively on the timeline of setting up the SMCC 2.0 structure and the process to ensure strong NS engagement.

Regarding the work of the MITs, some of the concerns and challenges faced were associated with the lack of available dedicated resources, slow engagement, at times, from MIT members due to competing priorities (among them COVID-19) and, in some cases, changes in the members or co-chairs.

The complexity of the SMCC 2.0 set-up and its 11 MITs has proven a managerial challenge to ensuring coherence and developing synergies. Indeed, a relatively high number of interconnections and overlaps have been identified between different MITs and with efforts happening outside SMCC on similar issues. While some synergies have been found, ensuring that all relevant connections are made is a tall order.

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## Conclusion and recommendations

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As stated at the beginning of this report, walking together is not always an easy task. The ambition of bringing SMCC to the next level has not yet been fulfilled, despite some significant advances on NS inclusion. The MITs have operated in a difficult environment which made it hard to make the best of their sustained investment. The commitment to further develop SMCC remains strong, as was witnessed during the SMCC Summit which was a success and reinvigorated the SMCC process.

Overall, considerable gains have been made through the SMCC process, even if challenges remain.

Experience since 2013 has shown that improving coordination is an incremental, yet feasible, process and that it enhances the individual and collective credibility and efficiency of the Movement components and, ultimately, the impact of our combined response. Gains achieved through the SMCC initiative have generated a reflex to coordinate in many contexts that was just not there five years ago. In addition, joint positioning, briefings and statements have significantly changed the way donors see us as the “Red Pillar” – they see a more comprehensible, more coherent and more predictable Movement. Overall, the SMCC initiative has continued to demonstrate its relevance and that its tools are catalysts for ensuring quality coordination, which translates into operational gains by improving trust and communication between Movement components.

While additional engagement is welcome, Movement partners now have a functional structure in place and clear objectives and timelines to ensure solid implementation during the second phase leading up to the 2023 CoD. The work of some of the MITs remains challenging because they are operating either in uncharted territory (scalability) on fast-evolving issues (IT/New Technologies) or in areas that already see significant engagement across the Movement (Local Action, Resource Mobilization).

In line with the next steps mentioned above, the focus of the CG will be on continuing to raise awareness about SMCC and promote the mindset, tools and practices it requires and on making it all more concrete and palatable to leaders at all levels, who are key to ensuring coherent and relevant implementation. In the meantime, lessons from the ongoing Ukraine conflict and the huge collective Movement response that is anticipated will provide further insights into what can further be developed so that our collective engagement is more fluid, relevant and predictable.

SMCC has allowed us to continue improving the way the Movement components work together even in times as difficult as the ones we have faced over the past two years. We need to continue on the track that is described in the next steps above but at a faster pace and with increased relevance and guidance for all Movement partners. Thanks go to all Movement partners and personnel for their commitment and energy in contributing to SMCC work, especially the efforts undertaken in the 11 MITs.

To confirm that we are in this together and that we must strive to achieve a higher ambition than our own institutional ones, we should embrace the sentiment expressed at the SMCC Summit: “It is time to let go of egos and logos”, and this should be accompanied by the motto: “Together we can... more, better, faster”.