



United for humanity

**Council of Delegates of the International
Red Cross and Red Crescent Movement**

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Work of the Standing Commission 2024–2026, Including the Movement Policy Framework Initiative

PROGRESS REPORT

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EXECUTIVE SUMMARY

The 19th Session of the Standing Commission of the Red Cross and Red Crescent (Standing Commission) started its work in October 2024, following the election of five new members at the 34th International Conference of the Red Cross and Red Crescent (International Conference). Since then, the Standing Commission has devoted much of its attention to preparing for the 2026 Statutory Meetings of the International Red Cross and Red Crescent Movement (Movement), with the support of the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC), as co-organizers of the meetings.

During the 2024–2026 period, the work of the Standing Commission also focused on the following:

- examining and reviewing progress on issues affecting harmony, coordination and unity within the Movement
- enhancing the Standing Commission's integrity framework
- administering two Movement awards, including the award process for the Henry Dunant Medals and the Red Cross and Red Crescent Prize for Peace and Humanity for 2026
- advancing the Movement Policy Framework initiative to promote efficient Movement policy-making and to strengthen the implementation of resolutions by improving accessibility
- initiating a collective reflection on the future of the Movement and the development of a value proposition
- ensuring strong National Society involvement in Statutory Meetings.

To learn more about the [decisions](#) and activities of the Standing Commission, subscribe to its [bulletin](#) and visit its [website](#).

1) INTRODUCTION

The Standing Commission is the trustee of the International Conference between conferences. Its role and duties are set out in Article 18 of the Statutes of the Movement.

It has a mandate to prepare for the Council of Delegates and the International Conference and to examine matters that concern the Movement as a whole. It functions as a forum for reflection and discussion on issues of Movement-wide significance and has a role in settling differences of opinion, fostering harmony and coordination in the work of the Movement and encouraging and furthering the implementation of the resolutions of the Council of Delegates and the International Conference.

19th Session and membership

The 34th International Conference elected five members of the Standing Commission from different National Societies on 30 October 2024. They were all elected to serve in a personal capacity: Ms Mercedes Babé (Spain), Mr Wang Ping (China), Mr Georges Kettaneh (Lebanon), Mr Sven Mollekleiv (Norway) and Dr Helen Durham (Australia).

They are joined on the Standing Commission by representatives of the two Geneva-based institutions. The members from the ICRC are President Ms Mirjana Spoljaric and Ms Cordula Droege, who replaced Mr Olivier Ray in July 2026. For the IFRC, the members are President Ms Kate Forbes and Ms Lucie Laplante, who replaced IFRC Secretary General Mr Jagan Chapagain in June 2025.

At the first Standing Commission meeting after the election, the members elected Ms Mercedes Babé as chair and Mr Wang Ping as vice-chair for the 19th Session.

The Standing Commission is pleased to have balanced gender representation among the elected members, in line with Resolution 4 of the 2022 Council of Delegates. However, it notes with regret a lack of geographical balance in its composition.

In line with the election criteria, the Standing Commission encourages qualified candidates with a high level of Movement expertise and from all geographical regions to submit their candidature for the 20th Session elections to be held at the 35th International Conference. Ensuring diverse regional representation remains central to fostering a balanced composition and strengthening Movement-wide governance.

Attacks on Red Cross and Red Crescent volunteers and staff while protected by the emblems and promoting their safety

The Standing Commission expressed its profound sorrow over the loss since 2024 of a significant number of Red Cross and Red Crescent volunteers and personnel who worked tirelessly in the service of humanity and died in the line of duty.

The Standing Commission expressed its solidarity and admiration for the actions of the National Societies, the ICRC and the IFRC in response to emergencies and humanitarian needs.

There is deep concern about the serious deterioration in respect for international humanitarian law (IHL) and the protection of civilians in armed conflicts, the devastating loss of numerous humanitarian workers caught up in fighting, the rise of disinformation targeting impartial and neutral humanitarian aid and the already severe consequences of cuts in public funding on humanitarian action worldwide.

When preparing for the 2026 Council of Delegates, the Standing Commission wanted to emphasize the collective voice of the Movement to press for the protection, safety and security of humanitarian volunteers, staff and medical personnel as a shared, non-negotiable obligation.

Meetings, communication and representation

Since the start of the current session in October 2024, the Standing Commission has held five ordinary meetings, most of them virtually to minimize costs.

The 19th Session based its work plan on the statutory mandate and decisions of the Standing Commission. It also established its own strategic direction that reflects the new landscape impacting the humanitarian sector and continued the work undertaken in previous sessions.

The working groups and subsidiary bodies of the Standing Commission advanced work on the Movement Policy Framework, Movement awards, integrity and communications as well as on the election of the members of the Standing Commission.

The Standing Commission participated in a number of Movement events globally and locally, including World Red Cross and Red Crescent Day, the opening of the Movement Pavilion at

World Expo 2025, the 60th anniversary of the Fundamental Principles, the Annual Meeting of National Society Legal Advisers and the 150th anniversary of the Red Cross of Serbia. The chair, although unable to attend in person, sent video messages to the General Assembly of the Arab Red Crescent and Red Cross Organization (ARCO), which had invited the Standing Commission to the meeting. The chair also addressed the IFRC Governing Board, at its request, and engaged with the IFRC Alumni Association and GLOW Red.

The Standing Commission has continued to communicate with the Movement and members of the International Conference through its website and the four bulletins published since December 2024.

Secretariat

The composition of the staff of the Standing Commission Secretariat changed in July 2026, following the departure of the secretary of the Standing Commission, Mr Yves-Jean Duméril. The Standing Commission takes this opportunity to express its sincere appreciation for his dedication and expertise and the valuable work carried out during his tenure. The role of secretary of the Standing Commission has been filled temporarily by a consultant, Mr Romain Benicchio.

Enhancing the Standing Commission's integrity framework

The Standing Commission, committed to the highest standards of integrity, continued the review process initiated during its 18th Session to strengthen its integrity framework. The findings resulted in a revision of its Rules of Procedure and the establishment of a Code of Conduct and a Declaration of Conflict of Interest for its members, drafted with the support of the IFRC and ICRC legal departments.

In this context, an independent review of the lessons learned from the 2024 Standing Commission elections was conducted, together with an evaluation of the regulatory, policy and administrative framework applicable to the 2024 elections. The objective of this work was to identify potential improvements, including alignment with integrity requirements.

Based on this work, the Standing Commission reaffirmed the validity of the Guidelines for Candidates for Election to the Standing Commission adopted by the Council of Delegates in 2019. It also reaffirmed the mandate and authority of the Electoral Committee and emphasized the importance of ensuring the implementation of appropriate measures to guarantee full transparency and candidate verification, notably by encouraging the submission of candidatures 60 days prior to the opening of the International Conference, as specified in the 2019 Guidelines for Candidates.

The Standing Commission sincerely thanks the members of the Electoral Committee for their voluntary work in exercising the expanded consultative mandate and reviewing the electoral framework following the 2024 elections and appreciates their willingness to continue their work on electoral matters, as appropriate, in preparation for the next elections.

2) PREPARATION OF THE MOVEMENT'S STATUTORY MEETINGS

Preparing the 2026 Council of Delegates

Over the past two years, the Standing Commission has engaged closely with the ICRC and the IFRC as co-organizers to design inclusive, streamlined and impactful Statutory Meetings. The Council of Delegates provides a unique forum for fostering unity, cooperation, coordination and mutual trust among Movement components and for shaping Movement-wide positions, policies, strategies and practices on humanitarian issues of shared concern. Under the theme "United for Humanity", the 2026 Council of Delegates aims to strengthen Movement cohesion,

sharpen the collective and united focus amid complex global dynamics and reinforce principled humanitarian action.

Based on feedback from National Societies, the Standing Commission focused on a limited number of resolutions to prioritize strategic focus.

At the time of reporting, there are five resolutions to be presented to the 2026 Council of Delegates:

1. Principled and accountable use of information and communication technologies in humanitarian action
2. Strengthening the resilience of urban communities – Principles of Action
3. Building the Movement's strategic and operational preparedness to address harmful information in humanitarian settings
4. Reinforcing the mandate and capacities of National Societies through strengthening their legal base
5. Preserving humanity: Our collective efforts to uphold international humanitarian law.

This last resolution was developed at the request of a group of National Societies after the webinar held in January 2026, emphasizing the need for a joint Movement voice on the importance of upholding IHL. The Standing Commission is grateful to the National Societies that initiated the process by sharing their concerns on the matter.

In addition, the Standing Commission intends the Council of Delegates to provide a space for meaningful dialogue and reflection among the different components of the Movement through the commission "Addressing the present: Shaping the Movement of the future", which will culminate in a Movement value proposition that will lead the Movement into the run-up to the 35th International Conference.

The Standing Commission also expects the Council of Delegates to provide an opportunity for the Movement to demonstrate its unity around its Fundamental Principles, the complementarity of its components in strengthening collective impact and the prioritization of aid delivery where needs are most acute through efficient resource management, in line with the spirit of the Seville Agreement 2.0.

The Standing Commission oversaw the different preparatory phases and approved the publication of Council of Delegates documents, providing guidance on the concept note which led to the development of resolutions, and a comprehensive provisional agenda. Members also attended the various webinars held in preparation for the Council of Delegates, and the chair addressed National Societies and encouraged them to participate throughout the process and provide their insights.

At the time of reporting, the Standing Commission notes that additional resolutions and other documents may still emerge. As usual, the Standing Commission remained attentive to decisions concerning the invitation of observers and guests, the designation of officers and side events to be included in the programme.

The way forward to the 35th International Conference

Implementation of the 2026 Council of Delegates outcomes will increase the collective impact of the Movement in a changing world. Moving forward, it will also represent an important milestone on the road to the 35th International Conference and strongly position the Movement with the States party to the Geneva Conventions as a reliable partner with global reach and local presence.

The Standing Commission, as the body responsible for safeguarding Movement coherence and strategic alignment, is committed to working with all components of the Movement to reflect on its future in the lead-up to the next International Conference.

3) PROMOTING HARMONY WITHIN THE MOVEMENT, EXAMINING MATTERS OF COMMON CONCERN AND FURTHERING THE IMPLEMENTATION OF RESOLUTIONS

The chair of the Standing Commission, the president of the IFRC and the president of the ICRC joined their voices in messages for World Red Cross and Red Crescent Day celebrated on 8 May. The messages were distributed across the Movement with the theme “On the Side of Humanity” in 2025 and “United in Humanity” in 2026.

The Standing Commission reviewed progress on issues affecting harmony, coordination and integrity within the Movement. At its meetings, it was regularly briefed on the implementation of the Seville Agreement 2.0, the Statement on Integrity of the Movement and the Memorandum of Understanding between Magen David Adom and the Palestine Red Crescent Society.

Movement anniversaries in 2028

The year 2028 will be of exceptional significance for the Movement, providing a unique institutional and symbolic moment to mark four major historical milestones:

- the bicentenary of the birth of Henry Dunant (8 May 1828)
- the centenary of the International Red Cross and Red Crescent Movement as formally structured under its first Statutes (13th International Conference, The Hague, October 1928)
- the centenary of the Council of Delegates
- the centenary of the Standing Commission.

These commemorations are an opportunity for reflection, dialogue and renewal. The Movement should ensure that 2028 becomes a milestone not only of remembrance, but also of strategic reaffirmation to sustain Movement relevance in the new era, influence the international community and emphasize the importance of our presence as a collective ambition for the future.

The Standing Commission, with the support of the ICRC and the IFRC and in full partnership with National Societies, including volunteers and staff, aims to work around a common global-to-local narrative that links our history to our present and future action.

The 2026 Council of Delegates represents a significant opportunity to start engaging all the components of the Movement and fostering shared ownership on the road to the commemoration of these anniversaries, with a view to generating the necessary momentum for the 35th International Conference.

4) TOWARDS A MOVEMENT POLICY FRAMEWORK

The Standing Commission continued to advance the Movement Policy Framework initiative, with a particular focus on improving the accessibility of Movement resolutions. During the reporting period, work concentrated on improving access to existing resolutions through the development of an online policy platform, making Movement policy documents easier to find, navigate and use. This work lays the foundation for a more harmonized approach to the management and lifecycle of Movement resolutions and policies.

To support this effort, the Working Group on the Movement Policy Framework, composed of members of the Standing Commission and chaired by Dr Helen Durham, succeeding Mr

George Weber, has continued working and advising the Standing Commission on the way forward. A reference group, composed of National Society, IFRC and ICRC representatives, was also established to ensure all components of the Movement could fully engage with the project. It met three times during the reporting period. Consultations were conducted throughout the reporting period by various means, including a Movement-wide questionnaire. These activities provided empirical evidence to identify both the strengths of the current policy system and opportunities for improvement.

Evidence from Movement-wide consultations

The consultation process achieved significant participation across the Movement, providing insights from different organizational and regional perspectives. The findings are based primarily on a questionnaire that received more than 100 responses from National Societies, the ICRC and the IFRC, complemented by semi-structured interviews, consultations and discussions with Movement representatives throughout the reporting period. The themes that emerged from these exchanges were broadly consistent with the survey findings. Together, they indicate that resolutions remain highly valued as strategic references across the Movement. At the same time, their use was generally described as occasional rather than systematic, suggesting a gap between the adoption of resolutions and their integration into consistent institutional practice.

The consultations also highlighted challenges, including difficulties in locating documents, uncertainty regarding the status and validity of resolutions, complex language and document structures, inconsistent terminology and limited implementation support. Many also emphasized the absence of effective mechanisms for monitoring implementation, tracking progress and understanding the relationships between different policy instruments.

Among respondents that reported having a system or process for identifying and tracking resolutions, most described arrangements relying on focal points, governance bodies or individual departments rather than centralized institutional systems. While governance structures were frequently involved, implementation was not always integrated into organizational planning, monitoring and reporting processes.

Consequently, respondents prioritized the need for a centralized, searchable digital repository and expressed their commitment to contribute to the next phase of the initiative.

Accessibility

Based on the above insights, the work focused on accessibility to Movement resolutions and policy instruments. In June 2025, the Standing Commission approved the scope of work for the next phase of development of a dedicated platform and, to this end, partnered with the ICRC Archives. Throughout the reporting period, the Standing Commission maintained oversight of the project through its Working Group and project team, ensuring alignment with agreed objectives and the broader goals of the Movement Policy Framework initiative. Particular attention was given to the needs of National Societies expressed through the consultations, especially the demand for a searchable, user-friendly, multilingual resource that makes Movement policy instruments easier to find and understand.

In May 2026, as recommended by the Working Group on the Movement Policy Framework, the Standing Commission approved the integration of the Online Platform on Movement Decisions project into the ICRC Safeguarding Archives Programme. This decision is expected to strengthen sustainability, institutional ownership and alignment with broader knowledge management and archival initiatives.

Process

The Standing Commission also continued its work on strengthening the policy development process itself. The consultations confirmed the need for greater clarity regarding the different types of Movement policy instruments, their purpose and their relationship to resolutions and other normative documents.

In this context, work advanced on the development of a glossary of terms relating to policy instruments, intended to provide a common understanding of terminology. Progress was also made in preparatory work on strategic elements of a future architecture to manage the full lifecycle of resolutions. These efforts aim to improve consistency, transparency and quality in future policy-making processes and support more effective implementation and institutional learning throughout the Movement.

Key achievements in the period 2024–2026

During the reporting period, the Standing Commission:

- conducted global consultations, including through a Movement-wide questionnaire
- identified priorities for improving the accessibility, usability, implementation and monitoring of Movement policies
- advanced the development of the Online Platform on Movement Decisions as a central tool for accessibility, research and institutional learning
- integrated the Online Platform on Movement Decisions project into the ICRC Safeguarding Archives Programme to support long-term sustainability
- continued the development of a glossary of terms relating to Movement policy instruments.

The Standing Commission remains committed to working closely with National Societies, the ICRC and the IFRC to deliver the next stages of the Movement Policy Framework initiative, in line with the objectives set out in 2024 Council of Delegates Resolution 9.

During the next cycle, work will focus on further practical actions to engage and support users in finding, understanding, interpreting and applying Movement decisions in practice. In addition, further work will centre on the structured system that organizes how policies are developed, implemented, reviewed and maintained.

5) MOVEMENT AWARDS

The Joint Nomination Review Group (JNRG), chaired by Vice-Chair Mr Wang Ping, continued its work on the regulatory framework governing Movement awards.

Henry Dunant Medal 2026

The Standing Commission is tasked with administering the Henry Dunant Medal and the Prize for Peace and Humanity and designating the recipients in accordance with the 2022 Regulations and the 2020 Guidelines for awarding this distinction.

The Standing Commission expressed its gratitude to the National Societies and to its members for submitting high-quality nominations for the 2026 Movement Awards.

In recognition of their outstanding services and acts of great devotion to the cause of the Red Cross and Red Crescent, the Standing Commission unanimously decided to award the Henry Dunant Medal for 2026 to two individuals (in alphabetical order):

- Mr Milton Chaverri from Costa Rica
- Ms Jumana Qwaider from Palestine.

Nevertheless, it is noted with regret that there is a persistent lack of balance in terms of gender and regional representation in the nominations received. The Standing Commission reiterates its commitment to further promote diversity and inclusion in the nomination and award process and to uphold the highest standards of integrity and ethics. The JNRG has been tasked with exploring innovative ways to promote the awards, enhance their visibility and impact and foster gender and diversity balance. It will present its recommendations to the Standing Commission at its next meeting in mid-2027.

Prize for Peace and Humanity 2026

The Standing Commission unanimously decided to award the Red Cross and Red Crescent Prize for Peace and Humanity for 2026 to a National Society, to be announced during the Council of Delegates, in recognition of its active contribution to a more peaceful world through its humanitarian work and the dissemination of the ideals of the Movement.

6) FINANCIAL MATTERS

The Standing Commission continues to fulfil its statutory responsibilities, including the preparation of the Statutory Meetings – in particular the 2026 Council of Delegates – and the shaping of an agenda aimed at strengthening the Movement's unity and collective capacity to carry out its humanitarian mission.

As a working principle, the Standing Commission has continuously strived to maintain a minimal budget. Its 2025 budget was fully covered by voluntary contributions from National Societies, the IFRC and the ICRC. In 2026, the financial challenges faced by the Movement led to a reduction in the contributions from both the ICRC and the IFRC. As a result, the Standing Commission agreed to draw on its reserves to cover a portion of its 2026 budget.

The Standing Commission expresses its profound gratitude to National Societies, the ICRC and the IFRC for their indispensable financial support, which enabled it to fulfil its mandate and functions.

The Standing Commission also received invaluable human resources support in the form of the 50% secondment of Ms Margareta Ottosson from the Swedish Red Cross as project manager for the Movement Policy Framework project in 2025 and 2026 and the assignment of Ms Eva Calvo from the Spanish Red Cross as full-time adviser to the chair.

The Standing Commission remains committed to ensuring that its work is as cost-effective as possible while enabling it to fully carry out its roles and responsibilities. In this context, it conducted a review of its expenditures and improved its financial policy.

The Standing Commission reiterates its deep gratitude to the National Societies of the following countries, which generously contributed to its budget during the reporting period (2025 and 2026):

Afghanistan	Cambodia	Cyprus
Albania	Canada	Czech Republic
Andorra	Chad	Denmark
Antigua and Barbuda	China	Dominica
Austria	Colombia	Dominican Republic
Bahrain	Cook Islands	Ecuador
Belgium	Costa Rica	Estonia
Bulgaria	Croatia	Ethiopia

Finland	Liberia	Poland
France	Libya	Qatar
Germany	Liechtenstein	Romania
Greece	Luxembourg	San Marino
Grenada	Malawi	Serbia
Guinea	Mali	South Sudan
Honduras	Monaco	Spain
Iraq	Montenegro	Sweden
Ireland	Morocco	Switzerland
Israel	Myanmar	Thailand
Italy	Netherlands	Türkiye
Japan	New Zealand	Turkmenistan
Jordan	Norway	United Kingdom
Korea	Pakistan	United States
Kuwait	Palau	
Latvia	Palestine	

7) CONCLUSION

The Standing Commission welcomes remarks and questions about this report. It looks forward, in particular, to engaging all Movement components on the further development of the Movement Policy Framework initiative.

Looking ahead, the Standing Commission is eager to engage closely with all Movement components – 191 National Societies, the ICRC and the IFRC – to design an inclusive and impactful 2028 Council of Delegates and 35th International Conference.

For more information, please contact: standing.commission@standcom.ch.