

[Source: Text of the Agreement adopted at the 2022 Council of Delegates, October 20, 2022; footnotes omitted. Available on <https://www.ifrc.org/document/seville-agreement-2>]

## Preamble

We, the components of the International Red Cross and Red Crescent Movement, renew this Agreement at a time when the world is in the grips of a pandemic that has taken millions of lives and forced many more millions into poverty; when multiple armed conflicts, other situations of violence and protracted crises devastate lives and shatter communities, with ripple effects across entire regions and across the world; when historic numbers of people are on the move in search of security and safety; and when climate hazards present an existential threat to lives and livelihoods all around the world.

We renew this agreement in the face of these evolving and converging crises, knowing that all too often, they are experienced and responded to simultaneously by the same people and the same communities. We stand in solidarity with them.

We recognize that our Movement's mission remains as relevant as ever: "to prevent and alleviate human suffering wherever it may be found, to protect life and health, and ensure respect for the human being, in particular in times of armed conflict and other emergencies, to work for the prevention of disease and for the promotion of health and social welfare, to encourage voluntary service and a constant readiness to give help by the members of the Movement, and a universal sense of solidarity towards all those in need of its protection and assistance".

To realise our common mission in the face of today's and tomorrow's crises, we commit in this revised Agreement to ensure our international efforts acknowledge and strengthen the central role of National Societies in their own countries. We commit to join forces, with creativity, flexibility and reliability, to leverage our complementary strengths, and to do better and more together for people in need of neutral, impartial, and independent humanitarian protection and assistance.

In times of emergencies as in times of peace, we commit to make the best use of our voice, our resources, our strengths, and our services.

We recognize that the faithful application of this Agreement will depend on good will, trust, pragmatism,

respect and mutual support for each other's work, and on a collaborative and inclusive spirit, in which we value each other's contributions as partners in a common humanitarian mission, reminding us, that in all places and at all times, we have a shared responsibility to be at our complementary and collective best for the people we serve.

## **Part I: GENERAL PROVISIONS**

### **Article 1: Scope of the Agreement**

1.1 The Agreement applies to those international activities which the components are called upon to carry out in cooperation, on a bilateral or multilateral basis, to the exclusion of the activities which the Statutes of the Movement and the Geneva Conventions entrust to the components individually.

1.2 The "international activities" of the components are the activities of the National Societies defined in Article 3, paragraphs 3 and 5 of the Statutes of the Movement; the activities of the International Committee of the Red Cross (ICRC) defined in Article 5, paragraphs 2, 3 and 4 of the Statutes of the Movement; and the activities of the International Federation of Red Cross and Red Crescent Societies (IFRC) defined in Article 6, paragraphs 3, 4 and 5 of the Statutes of the Movement.

1.3 Pursuant to Article 7, paragraph 1 of the Statutes of the Movement, the Agreement defines the organization of international activities carried out in bilateral or multilateral cooperation between:

- the National Societies and their IFRC;
- the National Societies and the ICRC;
- the National Societies between themselves;
- the ICRC and the IFRC;
- the ICRC, the IFRC and the National Societies.

1.4 Nothing in this Agreement shall be interpreted as restricting or impairing the specific role and competencies of each component according to the Geneva Conventions and their Additional Protocols, and under the Statutes of the Movement.

1.5 The Agreement also applies to National Societies acting within their own countries in cooperation with components carrying out international activities.

### **Article 2: Object and Purpose of the Agreement**

The object and purpose of the Agreement is:

- a) to provide guidance on Movement operational coordination and functional cooperation;
- b) to facilitate efficiency and collective impact of the human, material and financial resources of the Movement in the interest of the people affected by armed conflicts or internal strife and their direct results, and by disasters and other crises;
- c) to strengthen the central role of and support for National Societies and to thus strengthen the Movement as a whole, recognizing that “National Societies form the basic units and constitute a vital force of the Movement”;
- d) to position the Movement as a coherent pillar in the wider humanitarian system;
- e) to prevent, and if necessary, settle differences between the components as to the coordination of their respective international activities and responsibilities within the Movement.

### **Article 3: Guiding Principles**

The organization of the international activities of the components is at all times governed by the rules, principles and values which guide the Movement, as enshrined in:

- the Fundamental Principles of the Red Cross and Red Crescent;
- the Statutes of the Movement;
- the Geneva Conventions and their Additional Protocols.

## **Part II: COLLECTIVE RESPONSE OF THE MOVEMENT**

### **Article 4: Movement Coordination in Operational Situations: General Principles**

4.1 Movement coordination is without prejudice to the National Society implementing its own domestic strategy and activities in accordance with its mandate. In particular, it continues to be responsible for and lead its own development, notably to ensure the sustainability of its humanitarian response capacity and its service provision before, during and after situations triggering a collective response of the Movement. The other components of the Movement present in a context support the Host National Society in this regard in accordance with Article 8 of this Agreement.

4.2 Movement coordination mechanisms are established in all circumstances where various components of the Movement are present and contribute to an operation in a given country. Coordination mechanisms are

established through “Movement Coordination Agreements” (MCA) agreed by Movement components present and operating in a given context, and based on the tools and guidance developed through Movement policies to strengthen its cooperation and coordination.

4.3 In situations triggering a collective response of the Movement, the components of the Movement coordinate and cooperate by entrusting “convener” and “co-convener” roles among themselves and by establishing appropriate mechanisms for consultation and coordination in which such roles are exercised. The convening and co-convening system is a temporary response to needs for international assistance to meet significant humanitarian consequences, after which Movement coordination mechanisms should return to those defined in 4.2.

4.4 In situations triggering a collective response of the Movement, all components are committed to the effective and efficient implementation of Movement operational coordination. All other related coordination efforts must support this aim to avoid duplication and fragmentation.

## **Article 5: Movement Coordination in Operational Situations: Organization**

### **Article 5.1 “Convener” and “co-convener”**

In situations triggering a collective response of the Movement:

- a) Within its own country, the National Society is entrusted the role of “convener” for all situations as defined in Article 5.4.
- b) The ICRC is entrusted the role of “co-convener” in situations of international and non-international armed conflicts, internal strife and their direct results as defined in Article 5.4.1 A, B and E, and Article 5.4.2.
- c) The IFRC is entrusted the role of “co-convener” in situations of disasters, and when relief is needed post-conflict, or when a State not party to a conflict and not affected by internal strife is affected by movement of populations as defined in Article 5.4.1 C, D and F.

### **Article 5.2 Coordination Mechanisms and Functions**

5.2.1 The responsibility of the convener with the co-convener is to bring together Movement components through different coordination mechanisms in order to together ensure the best possible cooperation and coordination for greater collective impact for people in need, especially by establishing communication channels, by avoiding duplication and competition, ensuring appropriate support to the Host National Society and by offering fora for problem-solving, if and when the need arises.

5.2.2 While the setup of coordination mechanisms may vary between contexts based on given needs, their general design typically includes structures at three different levels at country level.

a) A strategic level platform, comprising the President and/or Secretary General of the Host National Society, the ICRC Head of Delegation and the IFRC Head of Delegation, with Partner National Societies being invited by the convener on an ad hoc basis to forums such as Mini-Summits. Its role is to develop and adopt the strategic orientations and direction of the Movement's collective and complementary response in a country, and to ensure that it is implemented in accordance with Movement-wide principles and policies.

b) An operational level platform, comprising the operational leadership of the Host National Society, ICRC, and IFRC, as well as Partner National Society representatives operational in the country, or their nominees. Its role is to translate the strategic orientations into concrete operational plans and oversee their implementation through inclusive and problem-solving coordination, focusing on the needs of affected people. It also regularly reviews the contributions of the Movement components as may be required to adapt the Movement's response to the evolving situation and needs of affected people.

c) Technical level platforms, established by the operational level platform with specific terms of reference comprise technical staff of concerned Movement components. Their role is to implement the operational plans in a specific field of activity by combining relevant expertise of different Movement components.

5.2.3 At appropriate platform level, the following functions shall be addressed :

1. Information sharing
2. Situation analysis, needs assessment and definition of general objectives and priorities
3. Development of operational strategy and plan of action
4. Implementation of coordinated and complementary Movement operations
5. Consistency in National Society Development support to Host National Society
6. Security and safety management
7. Maintenance of operational relationships and contacts with authorities and other relevant actors
8. Positioning, communication and representation
9. Resource mobilization
10. Monitoring, evaluation and reporting.

5.2.4 In each context, a pragmatic approach should be adopted with functions being allocated according to the mandate, expertise and capacity of the components. The result is a situation of inclusive leadership, with a division of tasks at the strategic, operational and technical levels.

5.2.5 In considering « capacity », the following factors shall be taken into account: the nature of the situation, including possible constraints imposed upon the operation and its ability to be conducted in conformity with the Fundamental Principles, in particular neutrality, independence and impartiality, as well as the acceptance

of Movement components by and their access to relevant actors and people in need.

5.2.6 The Movement components shall document the attributions of these functions amongst themselves to facilitate the coordination and communication both inside and outside the Movement, for instance through “Joint Statements” adopted at Mini-Summits.

5.2.7 All components exchange information on possible cooperation agreements with external humanitarian actors, including specialized agencies of the United Nations, in accordance with relevant Movement policies.

### **Article 5.3 Specific Responsibilities**

In addition to the responsibilities and functions described in Article 5.2, each component has in particular the following specific responsibilities in Movement coordination:

#### **A) The Host National Society, acting as convener:**

- a) convenes with the co-convener all coordination meetings and summits;
- b) provides its expertise of the political, socio-economic and humanitarian environment, including its positioning in its context;
- c) plays a central role in co-creating and delivering the Movement’s collective response, in accordance with its operational plans and capacity;
- d) upholds and promotes at all times the respect for and compliance with the Fundamental Principles and Movement policies;
- e) promotes respect for the rules in force relating to the use of the distinctive emblems recognized under the Geneva Conventions and their Additional Protocols;
- f) draws up, together with the co-convener, Movement public communication guidelines and key messages.

#### **B) In situations where the ICRC is co-convener, it:**

- a) proposes the general objectives and directions of the Movement’s collective response related to the protection and assistance of people affected by armed conflict, internal strife and their direct results, in consultation with the Host National Society and other Movement components;
- b) establishes and maintains relations and contacts with all the parties to the conflict;

- c) provides guidance in order that the Movement's collective response is in accordance with the relevant provisions of international humanitarian law and in compliance with the Fundamental Principles of independence, neutrality and impartiality;
- d) defines, offers and supports a security framework for all Movement components' activities carried out in response to direct results of the armed conflict or internal strife, where feasible based on a joint analysis;
- e) provides guidance in order to ensure respect for the rules in force relating to the use of the distinctive emblems recognized under the Geneva Conventions and their Additional Protocols for protective purposes;
- f) draws up, together with the convener, Movement public communication guidelines and key messages.

**C) In situations where the IFRC is co-convener, it:**

- a) proposes the general objectives and directions of the Movement's international response related to the assistance of people affected by disasters and other crises as defined in 5.4.1 C, D and F in support of the Host National Society and in consultation with other Movement components;
- b) provides guidance to all National Societies operating in the context to comply with the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance (2013) and the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations in Disaster Relief (1995);
- c) offers the National Societies rapid information on disasters and other crises as defined in 5.4.1 C, D and F in order to permit mobilization and coordination of all possible forms of relief;
- d) promotes, beyond the emergency phase, the establishment and the development of rehabilitation, reconstruction and prevention programmes, and mobilizes for this purpose the support of National Societies of other countries;
- e) supports the Host National Society to plan, coordinate and implement National Society Development priorities arising from the emergency;
- f) draws up, together with the convener, Movement public communication guidelines and key messages.

**Article 5.4 Situations Triggering a Collective Response of the Movement**

5.4.1 "Situations triggering a collective response of the Movement" are those in which rapid, coherent and sustainable assistance is required in response to the large-scale or prolonged needs of affected people and

that are described below:

A) an armed conflict exists when the armed action is taking place between two or more parties and reflects a minimum of organization; within the meaning of the Geneva Conventions and their Additional Protocols and of this Agreement, the term “situation of armed conflict” covers the entire territory of the parties to a conflict as far as the protection and assistance of persons affected by that conflict are concerned;

B) the term “direct results of a conflict” within the meaning of the Geneva Conventions and their Additional Protocols, applies beyond the cessation of active hostilities and extends to situations where persons affected by a conflict remain in need of protection and assistance until a general restoration of peace has been achieved;

C) the term “direct results of a conflict” also applies to situations in which general restoration of peace has been achieved, but affected persons remain in need of relief during the post-conflict period, especially within the context of reconstruction and rehabilitation programmes;

D) the term “direct results of a conflict” also applies to situations in which persons affected by a conflict are to be found on the territory of a State which is neither party to a conflict nor affected by internal strife, especially following a large-scale movement of populations;

E) internal strife does not necessarily imply armed action but serious acts of violence over a prolonged period or a latent situation of violence, whether of political, religious, racial, social, economic or other origin, accompanied by one or more features such as: mass arrests, forced disappearances, detention for security reasons, suspension of judicial guarantees, declaration of state of emergency, declaration of martial law;

F) disasters and other crises which require resources exceeding those of the Host National Society and in which the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance (2013) apply.

5.4.2 The ICRC's co-convenor role in internal strife is triggered by increased polarization within the country and spikes in the intensity of the violence, resulting in increasing needs of affected people and requiring a collective response of the Movement to meet the consequent humanitarian needs, after which the Movement coordination mechanisms should return to those defined in Article 4.2.

## **Article 6. Transition Including Protracted Crises**

6.1 The strategic and operational level platforms regularly monitor and analyse developments in the context and, as may be necessary, reallocate the functions that had been attributed at the start of situations triggering a collective response of the Movement.

6.2 During transition, moving from a crisis through recovery and rehabilitation towards a situation of normalcy, or into protracted crisis, coordination mechanisms and agreements shall be maintained, but the type and/or frequency of meetings shall evolve accordingly.

6.3 The convener and, as applicable, the co-convener, are responsible for overseeing any adaptations or changes to the established mechanisms and agreements.

6.4 Without prejudice to the role of the Host National Society as convener, where, as a result of a change of situation, the co-convening role is transferred from the ICRC to the IFRC or vice versa, in accordance with the relevant Articles of the present Agreement, all steps shall be taken to ensure an efficient and harmonious handover of the role in order to develop the new collective response of the Movement. If a situation triggering the IFRC's role as co-convener occurs concurrently during a situation where the ICRC is already engaged as a co-convener, the three components will agree how to cooperate and coordinate to ensure maximum support for people affected. If an armed conflict or internal strife breaks out in a situation where the IFRC is co-convener, as a result of the change of situation, the co-convening role is transferred from the IFRC to the ICRC.

6.5 Movement components ensure that National Society Development support for the Host National Society strengthens the sustainability of its institutions, operations and programs, in particular in situations of protracted crises. 6.6 Entry and exit strategies for programmes and other activities of Movement components as well as the use of contributions that remain available at the end of an international relief operation, are to be discussed in the framework of the platforms, in consultation with donors as necessary.

## **Part III: COLLECTIVE STRENGTH OF THE MOVEMENT: FUNCTIONAL COOPERATION**

### **Article 7: Functional Cooperation and Specific Roles**

7.1 The coherence of the action of the Movement depends on cooperation and coordination among its components in all circumstances.

7.2 The Geneva Conventions and the Statutes of the Movement entrust specific roles to each component which therefore have the primary responsibility in these matters.

7.3 The component entrusted with a specific role provides guidance, standard setting, direction, thematic leadership and quality control. This role does not equate with exclusivity but is inclusive and requires collaboration with other components of the Movement, in full respect of their mandates.

7.4 Functional cooperation between National Societies, the IFRC and the ICRC applies in particular to the areas described under Articles 8 to 14.

7.5 Movement components commit to regular consultation with a view to analyzing and anticipating needs and opportunities. The initiative in respect of each specific area is best taken by the organization having a specific role in that area.

## **Article 8: National Society at the Centre through Consistent Investment and Coordinated Support**

8.1 National Society Development is the continuous effort of each National Society to achieve and maintain an accountable and sustainable organisation that delivers - through volunteers and staff - relevant countrywide services to address needs, reduce vulnerabilities, build resilience and contribute to the strength of the Movement.

8.2 The responsibility and ownership for NSD rests with each National Society. Its development priorities shall be defined, and their implementation led by the National Society itself. When needed, it may be supported in its development by other actors according to context, needs and capacities.

8.3 National Society Development support is defined as any support provided by an external actor to a National Society, based on the priorities and request of the National Society, and includes what is referred to as “capacity strengthening” including “material and financial investment” and “organisational development”, that purposefully contributes to helping the National Society to achieve and maintain a sustainable and accountable organisation able to deliver relevant, quality, and accessible services in full respect of the Fundamental Principles. This requires in particular that:

- All NSD support shall be aligned to the National Society's identified development priorities;
- All NSD support provided shall be based on competences that match the needs of the National Society;
- NSD support shall be based on coordinated approaches and seek to build synergies and alignment;
- The value and benefit of mutual learning are recognized as key factors towards maximizing the quality of NSD support.

8.4 Partner National Societies shall contribute as far as their means permit to the development of other National Societies requiring such assistance, by means of bilateral and multilateral agreements in line with relevant policies and strategies adopted by the IFRC and the Movement's statutory meetings.

8.5 The IFRC has the primary responsibility to support National Societies in the development,

implementation, and coordination of NSD support. In line with its responsibility to ensure quality of NSD support, it develops policies and strategies as well as global standards and tools to guide, inspire and align NSD support.

8.6 The ICRC supports NSD in areas related to its mandate and expertise, notably by strengthening National Societies' capacity to prepare for and respond safely to situations of armed conflict and internal strife. At the request of the Host National Society and in coordination with the IFRC, the ICRC may support in other areas where there are important development needs that are not addressed.

8.7 Special attention shall be given to NSD support in emergency situations. All components shall take into account the accrued development needs, including the need to safeguard the integrity of the National Society during an emergency, while not losing sight of its long-term development priorities. Components seek to address how NSD support may be provided in particular in logistics, finance and human resources, as well as internal audit and risk management to support the National Society in sustaining and managing commitments arising from an emergency response. In country coordination mechanisms shall consider such needs along operational priorities.

8.8 All components of the Movement, to the greatest extent possible, commit to provide or facilitate access to long-term funding and to invest in the National Society's domestic resource mobilization capacity, in line with its priorities.

8.9 The presence of Movement components in a given country does not substitute for the role of the Host National Society, nor compete with the domestic recognition it needs to sustain and operate relevant services, access to stakeholders and funding.

## **Article 9: Resource Mobilisation: Enhancing the Movement's Potential**

9.1 The Movement's commitment to fulfilling its humanitarian mission to prevent and alleviate human suffering, wherever it may be found, is an imperative that shall remain at the core of all of its activities, including the mobilization of resources.

9.2 In recognition of and further to the Movement-wide Principles for Resource Mobilization, and especially in large-scale emergencies, protracted crises, and regional or global crises, Movement components:

9.2.1 work together to promote a complementary domestic and international response for affected people which positions the Host National Society positively to mobilize resources, thereby strengthening its ability to fulfil its mandate, deliver its operations, and pursue its sustained development. In particular:

a) in dialogue with donors, present the specific roles and mandates of each Movement component and the

complementary nature of their respective operations and reach, directing support according to donor intent in a spirit of solidarity and good partnership;

b) continue to invest in strengthening National Societies' capacity to deliver their operations, as per Article 8.

9.2.2 build a network of strong and sustainable National Societies that are capable of mobilizing the necessary resources to fund their programmes and services, and of contributing to the overall work of the Movement;

9.2.3 recognize that National Societies have primacy in fundraising for their activities in their respective markets and a responsibility to maximize income for the humanitarian mission of the Movement;

9.2.4 remain responsible for mobilizing resources to run their respective operations and structures, to ensure their individual financial sustainability and each may choose to fund any other component of the Movement;

9.2.5 strive to coordinate their efforts to maximize funding for the benefit of all, while respecting donor intent and in light of the commitments States have made to support the different components of the Movement;

9.2.6 launch well-coordinated appeals, and pursue the launch of one international appeal where operational coordination, plans and circumstances permit;

9.2.7 collaborate on the basis of trust, avoiding all forms of competition, striving to be the partner of choice for supporters through the relevance and quality of the Movement's humanitarian work and the provision of excellent donor care and stewardship.

## **Article 10: Public Communication and Positioning**

10.1 In their public communication, Movement components respect and promote the Fundamental Principles.

10.2 Public communication is a responsibility, endeavor and regular activity of all Movement components. Each has a critical role to play in public communication and positioning on humanitarian issues, including on those that concern the Movement as a whole.

10.3 In all forms of public communication, the ICRC, the IFRC and National Societies, leverage their global and local identities to position the Movement and its humanitarian mission. Their public communication contributes to greater understanding, trust and acceptance of the Movement by the public and other stakeholders, including by managing reputational risks. In their public communication, as far as feasible, they inform the public and other stakeholders of their respective roles within the Movement, recognizing the contributions of other components, and work together to present a common image of the Movement.

10.4 It is recognized that quality public communication requires quality communication between National Societies, the IFRC and the ICRC.

10.5 Especially in large-scale emergencies and protracted crises, and on thematic issues of global concern to the Movement, National Societies, the IFRC and the ICRC coordinate their public communication, and develop joint messaging and common communication tools. Whenever necessary, they set up coordination mechanisms dedicated to public communication (including through the coordination mechanisms referred to in Article 5.2), taking into account the mandates, roles and expertise of the different components.

10.6 Movement components seek to identify opportunities for joint positioning and public communication.

10.7 The Host National Society as convener and the co-convener in a given situation consult with each other to provide guidance on communication and positioning, such as through key messages and "communication guidelines", in coordination with the other Movement components operational in the context.

10.8 Where feasible, Movement components develop a joint "Movement narrative" on which to base coordinated or joint public communication, positioning and appeals.

10.9 In accordance with existing rules, Movement components may use the Movement logo in representation, communication, promotion and fundraising.

## **Article 11. Representation**

11.1 Representation by Movement components should support the position, visibility and central role of the National Society in its country on all matters that directly concern it.

11.2 Movement components seek to identify opportunities for joint representation on matters of mutual concern or that concern the Movement as a whole.

11.3 National Societies in their own country carry out their humanitarian activities in conformity with their own statutes and national legislation, in pursuance of the mission of the Movement, and in accordance with the Fundamental Principles. They support the public authorities in their humanitarian tasks, as auxiliary to their public authorities in the humanitarian field.

11.4 The IFRC, in accordance with the Statutes of the Movement, acts as the official representative of the member National Societies in the international field and as the guardian of their integrity and the protector of their interests.

11.5 In fulfilment of their statutory roles, the IFRC and the ICRC liaise with national authorities. In accordance with the Statutes of the Movement and the IFRC's Constitution, in each country the IFRC shall act through or in agreement with the National Society. The ICRC maintains a bilateral dialogue with national authorities on specific issues linked to its mandate.

11.6 In the frame of the ICRC and National Society's cooperation in its country, they discuss in advance the modalities of the involvement of the National Society in the ICRC's dialogue with national authorities, except when the subject matter is of a confidential nature and in fulfilment of the mandate of the ICRC. They furthermore agree on the modalities for the sharing of information by the National Society on matters of common interest and within the ICRC's mandate, with the exception of matters falling within the confidential dialogue of the National Society with its authorities, notably in its role as auxiliary to its authorities in the humanitarian field.

## **Article 12: Fundamental Principles**

12.1 All components of the Movement shall ensure that the Fundamental Principles are respected by the Movement's components and statutory bodies.

12.2 The ICRC has the primary responsibility in the maintenance and dissemination of the Fundamental Principles. The ICRC and the IFRC shall collaborate in the dissemination of those Principles among the National Societies. National Societies have a key role to play in upholding and disseminating the Fundamental Principles within their own country and in assisting those governments which also disseminate them.

## **Article 13: International Humanitarian Law**

13.1 The ICRC has the primary responsibility for promoting, developing and disseminating international humanitarian law (IHL). The IFRC shall assist the ICRC in the promotion and development of IHL and collaborate with it in the dissemination of IHL among the National Societies.

13.2 National Societies shall disseminate and assist their governments in disseminating IHL. They shall also cooperate with their governments to ensure respect for IHL and to protect the distinctive emblems recognized under the Geneva Conventions and their Additional Protocols.

## **Article 14: Integrity**

14.1. All components are firmly committed to the highest standards of integrity, in particular accountability to individuals and communities, donors and partners as well as the prevention of and protection against any

form of misconduct, discrimination, abuse or exploitation. The integrity of each component is of paramount importance to the Movement as a whole.

14.2. All components undertake to work together and support each other in strengthening integrity. National Society Development support as defined in Article 8 is an effective approach for strengthening national capacities for the early detection and effective management of integrity risks.

14.3. Integrity concerns within the IFRC and ICRC are the responsibility of and addressed by each organization.

14.4 Integrity issues within National Societies are addressed through their internal mechanisms, and as required, with the support of IFRC which bears the primary responsibility for safeguarding National Societies integrity. This may involve referral to the Compliance and Mediation Committee.

14.5 The IFRC and ICRC consult each other, as required, on the best course of action to remedy the situations covered by this article, notably when there are concerns related to the respect of Fundamental Principles, in dialogue with the National Society.

## **PART IV: FINAL PROVISIONS**

### **Article 15: Implementation, Reporting and Problem-solving**

15.1 All components of the Movement undertake to respect and implement the present Agreement, in accordance with Article 7 of the Statutes of the Movement.

15.2 The IFRC, the ICRC, and National Societies are individually responsible for the implementation of the provisions of this Agreement, and shall ensure that their leadership, staff and volunteers are instructed and trained accordingly.

15.3 It is the responsibility of all components of the Movement to consult and cooperate with each other to ensure the implementation of this Agreement and to take all necessary steps to solve any difference that may arise between them. Due to their statutory roles, the ICRC and the IFRC share information on global operational activities of relevance to this Agreement and have a special responsibility to ensure the resolution of possible difficulties which may hamper smooth cooperation between the components.

15.4 Problems regarding the implementation of the Agreement should be promptly and clearly identified in the context and at the level where they arise and addressed there by the individuals or component(s) concerned bilaterally or through coordination mechanisms, such as the strategic and/or operational level

platforms. The various components of the Movement ensure that their personnel at all levels have, as far as possible, the appropriate competency and the mandate to take decisions to resolve problems arising in the country of operation.

15.5 The Movement components in the country of operation are responsible for ensuring that the issues are concretely defined and put across, with proposals for resolving them at this level. Such efforts are to be clearly documented in writing.

15.6 Problems, which failed to be resolved in the country of operation, in spite of being addressed by clearly documented efforts, will be brought to the respective headquarters of the concerned Movement components working internationally. The senior managers in charge of operations at headquarters will examine the case on the basis of the documentation and information provided and will take the necessary decision. If they cannot resolve the issue it will be brought to the attention of their respective leadership level.

15.7 Repeated failures of compliance with the Agreement by any component of the Movement in carrying out its agreed role and responsibilities having consequences on the coherence, image and reputation of the action of the International Red Cross and Red Crescent Movement will be initially addressed at country and headquarters level, as outlined above. Depending on the circumstances, such cases may be considered as cases where integrity is at issue.

15.8 The Standing Commission shall call for reports on the implementation of the Agreement from the ICRC and the IFRC and include an item on the Agreement on the agenda of each Council of Delegates, thus establishing a process of regular review of the Agreement.

15.9 If differences arise between the components concerning the implementation of the Agreement and if these cannot be otherwise resolved, the Standing Commission may establish an ad hoc independent body, as and when required, to arbitrate, with the agreement of the Parties, differences between the components of the Movement where conciliation and mediation have failed within a reasonable period. The ad hoc independent body shall be comprised of members selected in their personal capacity, one by each of the Parties involved. The members will then appoint by consensus an additional member as chair. The ad hoc independent body shall inform the Parties and report to the Standing Commission on the outcome of its work. The Standing Commission shall report to the Council of Delegates on the work of the ad hoc independent body.

## **Article 16: Relation to Previous Agreements**

The present Agreement replaces the 1997 Agreement on the Organization of the International Activities of the Components of the International Red Cross and Red Crescent Movement (the “Seville Agreement”) as well as the Supplementary Measures to Enhance the Implementation of the Seville Agreement adopted in

Resolution 8 of the Council of Delegates 2005.

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