

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

CAPACITY BUILDING FUND

25 July, 2001

This Programme Update is intended for reporting on Annual Appeals.

Appeal No. 01.73/2001

Appeal Target CHF 4,000,000

Programme Update No. 1; Period covered: January - June, 2001

"At a Glance"

Appeal coverage: 104.2% (Note: this does not include CHF 1 million held in the CBF as a capital reserve as stipulated in the Fund's rules).

Related Appeals: N/A

Outstanding needs: CHF 640,000

Summary: The Capacity Building Fund (CBF) was established in 2000 to enable the Federation Secretariat to support innovation in National Society capacity building through assistance with new programme design and the financing of priority planned programmes that do not attract adequate earmarked funding from donors. Nine programmes have been selected in the first phase of this new Fund, and this Update gives details on the progress achieved in their first months of implementation. Donors are encouraged to provide additional contributions to this Fund which has a key place in the development work of the Federation.

Background

The Capacity Building Fund (CBF) was established in May 2000 replacing the former Development and Youth Funds. Its goal is to enable the Federation Secretariat to support innovation in national society capacity building through assistance to new programme design or through the financing of priority planned programmes that do not attract adequate earmarked funding from other donors.

During the second half of 2000 the CBF became operational once a sufficient level of funding had been secured to make it a viable, ongoing fund. A process was established to review and select programmes for funding and to oversee the ongoing management of the Fund. Following a call to submit proposals, a total of 22 programmes were submitted in the first round, and nine were selected for funding, as listed below, through an assessment process that included advice from an independent consultant. They were selected against the established CBF criteria and their soundness as capacity building programmes.

1. Caucasus - Regional cooperation & development: CHF 97,575
2. MENA - Regional leadership training: CHF 63,500
3. North Africa - Capacity building : CHF 100,000
4. Central America - Regional communications capacity building: CHF 108,000
5. Global polio eradication: CHF 150,000
6. Rwanda RC - Youth peer HIV/AIDS education & home care support: CHF 99,735
7. Yemen RC - Capacity building: CHF 40,000

8. Sri Lanka RC - Branch training:	CHF 53,539
9. Cuba RC - Branch development:	CHF 100,000
Total	CHF 812,349

The selected programmes focus on a range of areas, including development of national society strategic and programme planning capacity, leadership training, strengthening branch development and community mobilisation, and support to national society public information and communication capacity. Although a number of the selected programmes are planned to run over two to three years, the initial funding commitment is for one year, to enable each programme to be monitored and their capacity building impact assessed before further funding is allocated. These programmes will however be viewed favourably in the next round of allocations to ensure the commitment of the Fund to provide meaningful, longer-term support.

In order to develop the CBF in a sound and transparent manner, the Federation's secretary general has asked the Tripartite Advisory Group (TAG) to advise him on the management and resource mobilization strategy of the CBF. The TAG is a group of donor country National Society and government representatives from Britain, Canada, Finland and Sweden that have been supporting the Federation's capacity building work over the past four years. At its last meeting in December 2000, the TAG stressed the need for a clearer strategic framework for the CBF and for more focused criteria for programme selection.

Strategic framework for the CBF

Work is currently going on to define a strategic framework for Federation capacity building and within it, a strategy for the CBF. Following an organizational development think tank co-sponsored by the American Red Cross and the Federation in March 2001, a draft "Framework for National Society Capacity Building" has been drawn up. This builds on and further develops the existing Federation capacity building framework. The new document defines capacity building of Red Cross and Red Crescent National Societies as "any process or activity which positively contributes to the capacity of a National Society to make a positive difference in the lives of vulnerable people through relevant programmes and services". The draft document is currently going through a consultation process with various groups of National Societies and other stakeholders and, when finalized, will help sharpen the longer-term framework of the CBF.

Within this framework the CBF provides an important tool for national societies to improve their skills and capacities, especially as they relate to the four core areas of Strategy 2010 and the challenges of organizational development. The Fund supports national societies, particularly those with limited access to alternative funding, to make "the most effective and efficient use of their available human and financial resources to achieve the humanitarian purposes of the Movement in a sustainable way". These issues of longer-term, sustainable capacity building programming and support to under-funded core work are central to the CBF.

The promotion of learning within and between national societies and delegations is also a key aim of the Fund. This has been taken into account since the outset. Feedback was provided on all 22 proposals originally submitted to the Fund, with the result that most of the selected programmes have addressed the issues commented on in the initial stages of implementation and in their first reports. Suggestions for improvements included: the need for baseline information; better information on context / the national societies need for the programme; clearer demonstration of the national society commitment to change; more clearly defined linkages with and input from other stakeholders / partners; a more critical analysis of sustainability issues and how learning from the programme would be shared. These suggested improvements will be taken into account in assessing programmes for the second round of disbursements from the Fund.

The CBF Criteria

The CBF has its own specific criteria as outlined at its establishment. The nine programmes selected meet the Fund's criteria in a number of different ways:

- All 9 programmes support national societies in countries suffering from the effects of serious social / economic crisis or whose population is particularly vulnerable to disasters or armed conflict.
- The individual programme reports demonstrate the different ways in which the selected national societies are committed to fostering change, be it through a willingness to share lessons with peer national societies,

as in the Caucasus, MENA or Central America, or through individual national society commitments to work in new ways, as with the Sri Lanka Red Cross and Yemen Red Crescent approach to human resource development and strategic planning respectively.

- All programmes are included in the Federation Appeal for 2001-2002 and all 8 country / regional programmes are part of a Country/Region Assistance Strategy (CAS/RAS) or linked to the establishment of that process in their respective country/region.
- Several programmes are working in innovative ways, either in terms of piloting a new type of support, as with the first applications of leadership training in the MENA region; or in terms of their approach, as with the Central America initiative in communications capacity building or the use of volunteers in community mobilization in the polio programme.
- Finally, most of the 9 programmes have had or are having difficulties gaining other funding, as they are either in countries or particular areas of capacity building support that are problematic to fund. This is particularly true for the three programmes supported in the Middle East / North Africa region where funding has been very difficult to obtain.

The individual programmes

The decision on allocation of funding was made in November 2000. In practice all programmes started moving forward in early 2001 and have experienced different levels of activity in the first part of the year. For some, like the MENA regional leadership training or the Caucasus peer support network in health, the planned work is already well underway, while others such as the Cuba Red Cross capacity building programme are still in the planning phase. Details on each programme can be made available on request, but at this stage it is more relevant to look at the work of the programmes on a thematic basis and to consider the common linkages between them.

- **Support for strategic planning** - This is an important element in several of the programmes, with national societies and delegations making this a precursor to other planned capacity building work. For example, the Yemen Red Crescent programme aims to develop a disaster preparedness programme, however their first focus has become a thorough strategic planning process to lay the basis for this. In both the North Africa capacity building programme and the Caucasus regional programme, a key feature is helping the national society develop both participatory and longer-term planning processes to improve the targeting and effectiveness of these NSs' programmes.
- **Regional / country leadership / governance training** - This is another key focus for CBF support with, for example, leadership training being targeted at a regional level in North Africa and at a country level in Syria. In both instances the CBF has allowed the Federation Secretariat to provide this training to Societies that had not previously benefited from such support, thus allowing them to take greater advantage of being members of the Federation and helping them become more effective organizations in their own society.
- **Branch development** - This has been a major theme at the country level, with the HIV/AIDS programme in Rwanda and the Cuban and Sri Lankan Red Cross programmes all aimed at increasing branch capacity, either to recruit and retain volunteers or to provide improved service delivery. The Central American regional communications programme aims to develop coherent communications especially with branch level networks in the four targeted national societies. It also develops the Red Cross identity in those countries. This increased branch capacity is vital to establishing and sustaining an effective Red Cross and Red Crescent presence and service where it is most needed - in vulnerable communities.
- **Peer support / skills base** - This is a fourth thematic focus of the Fund, with regional programmes in the Caucasus and MENA and country programmes in Rwanda and Yemen aiming to build capacity through support to one or more of the four core areas. In the regional programmes this is looking to build capacity through peer exchanges and support, thus developing national society confidence and networks as well and ensuring that these core programmes are more sustainable in the longer-term. At the country level there are plans to use similar cross-learning and peer support between branches. This aspect of capacity building is also evident in the global polio eradication programme, where the whole focus in 2000/2001 has been on the mobilization and training of thousands of national society volunteers and key staff in the 11 targeted priority countries. This human resources skills base at the grass roots level will enable these national

societies not only to contribute significantly to this successful campaign in the coming years, but also to become active partners in other public health campaigns with government and NGO counterparts.

Conclusions

The CBF has a key place in the development work of the Federation. It is one of the few vehicles that provides the Secretariat with a flexible mechanism to support capacity building work with national societies. Although the start up has been somewhat cautious, the first round of funded programmes are now well underway and work is progressing to define the framework for the next round of the Fund and for the future of our capacity building work with national societies.

Any capacity building initiative must be carried out with the understanding that it is part of an ongoing process of doing, learning and re-doing. It can already be seen in the individual reports from the first quarter that a number of programmes are already embracing this ethos. Several have adapted their initial planned work to embrace the feedback from the initial assessment and to take into account developments in the first phase. The programmes will continue to develop, and the reports submitted from the field will be shared amongst all programme managers to ensure that these learning experiences are shared over the course of the coming year.

Outstanding needs

As described above, CHF 812,349 were allocated at the end of 2000 from the CBF to nine programmes. The actual transfers however were not booked into the Federation's financial accounts until after the start of 2001, and this sum has therefore been included in the carry forward figure shown in the income statement attached to this programme update. A further CHF 640,000 is sought to reach the target appeal figure of CHF 4 million for this year.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

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Capacity Building Fund						ANNEX 1
APPEAL No. 01.73/2001		PLEDGES RECEIVED			25.07.2001	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				4'000'000		TOTAL COVERAGE 104.2%
CASH CARRIED FORWARD				2'554'000		
BRITISH - GOVT (DFID GRANT)				600'000	03.02.01	PARTNERSHIP IMPLEMENTATION PLAN 2001
FINNISH - GOVT/RC		223'858	EUR	340'107	20.04.01	
SWEDISH - RC		1'000'000	SEK	168'500	25.04.01	
SWEDISH - RC		3'000'000	SEK	505'500	21.05.2001	CAPACITY BUILDING FUND
SUB/TOTAL RECEIVED IN CASH				4'168'107	CHF	104.2%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%
ADDITIONAL TO APPEAL BUDGET						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:						