

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Capacity Building Fund

Appeal MAA00011

08/08/2008

This report covers the period 01/01/2008 to 30/06/2008.



In April 2008, the Secretary General and the organizational development (OD) programme coordinator from the Red Cross Societies of Burundi and Ghana met with the board of a local branch in Gävle (Swedish Red Cross Society), during a study trip on the coordination and support systems within the Norwegian and Swedish Red Cross Societies.  
**International Federation/Jean-Etienne Brodier**

### In brief

**Programme purpose:** Strengthened capacity of individual Red Cross and Red Crescent National Societies is a key requirement for the scaling-up of core programmes of the International Federation toward achieving the Global Agenda goals. The Capacity Building Fund (CBF) is a multi-year funding mechanism designed to support National Societies' development and to improve their service delivery capacity to address the most urgent situations of vulnerability.

**Programme(s) summary:**

During the reporting period, the Capacity Building Fund provided the following support:

- **Intensified Capacity Building (ICB):** Seventeen National Societies received financial (up to CHF 50,000) and technical support for the preparations of their Intensified Capacity Building (ICB) plans. Amongst the 17, three National Societies were selected during a first round of ICB application, and were awarded to receive, for three years, financial (CHF 300,000) and technical support to implement their plans. In the coming months, seven more National Societies, part of a second round of applications, will be selected to receive similar support. A third round of applications will be launched during the next reporting period. In addition and linked with the ICB strategy, Burundi and Ghana Red Cross Societies are piloting organisational development projects under the umbrella title "Mobilizing the local capacity of Africa".

- **Specific OD support** – Nine National Societies which are not receiving ICB support received financial and technical support for specific development initiatives, for a total amount of CHF 550,856.
- **Urgent Interventions** – One zone office received a financial contribution of CHF 26,625 to tackle a National Society's urgent organizational development situation.

**Financial situation:** The total budget for 2008 is CHF 5,100,000 (USD 4,857,143 or EUR 3,134,604) and fully covered. Through this programme update, the amount appealed for 2008 is adjusted to include the existing fund reserve of CHF 1 million and all costs related to the intensified capacity building support.

Although the appeal coverage seems good, it is only so because the fund relies on balances spared during the CBF upgrade transition period of 2006 and 2007. The planned contributions for next year with current partners will cover only 25 per cent of the 2009 budgeted support. Additional contributions from new partners are direly needed.

[Click here to go directly to the attached financial report.](#)

**Number of National Societies we help:** 29

**Our partners:** The current support provided by the Capacity Building Fund to National Societies is possible thanks to the valuable contributions from the Governments and National Societies of Britain, Sweden, Finland and Canada. In recognition of this, these partners were given the ability to propose an OD expert practitioner in the CBF's expert advisory panel (see the section "Working in partnership").

Other partners who provide an expert in the CBF's expert advisory panel are the National Societies of Jamaica, Kazakhstan, Nepal, Norway and Ghana.

## Context

The decision of the International Federation's Governing Board at its 2006 meeting in Addis Abeba to upgrade the CBF and to give special attention to National Societies in Africa, was followed by significant measures to utilize the fund more effectively and to take a more strategic approach to capacity development<sup>1</sup>.

From 2008 to 2009, CHF 4.9 million is budgeted to provide Intensified Capacity Building support to 20 National Societies, with another 20 receiving support on their planning. In addition, CHF 4.58 million will finance individual OD and capacity-building project proposals addressing specific development areas, including urgent OD interventions.

The Capacity Building Fund offers the following types of support:

**Intensified Capacity Building:** The aim of ICB is to strengthen National Red Cross and Red Crescent Societies in order to best serve vulnerable people through a tailor-made and holistic approach. It helps selected societies build the organizational capabilities needed to scale-up country-wide service delivery. Assistance is provided for a minimum of three years and a half. For more additional information, see the "Contributing to longer-term impact" section.

<sup>1</sup> See 2006-2007 report: [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual06/MAA00011r0607.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAA00011r0607.pdf)

**Specific OD support:** Specific OD support addresses specific development initiatives, particularly for National Societies which are not receiving Intensified Capacity Building support. Assistance is provided for one to three years.

**Urgent OD interventions:** Urgent interventions are special, one-off small-scale and rapid responses from the International Federation to organizational challenges, such as integrity cases, faced by specific National Societies. Urgent OD interventions have fast-track application procedures and result in small disbursements of cash from CBF, which are used by zone offices as start up capital, until the International Federation can develop a plan of action to handle the urgent case.

## Progress towards outcomes

### Outcome(s)/Expected result(s)

During 2008 and 2009, an amount of CHF 4.9 million will be used to provide Intensified Capacity Building support to 20 National Societies. This includes an investment in planning of another 20 National Societies that will be short-listed, but not selected. The selection of ICB recipients will be done twice a year.

In addition, CHF 4.58 million will be needed to fund individual capacity-building and OD project proposals addressing specific organizational development and capacity-building areas, with special attention given to the service delivery capacity at the community level.

### Achievements

#### Intensified Capacity Building

1<sup>st</sup> round of support: After a thorough, 10-month selection process, three National Societies were chosen to receive three years of financial (CHF 100,000 per year) and practical support (from the International Federation zone offices). The selected National Societies are:

- China
- FYR of Macedonia
- Yemen

The CBF committee<sup>2</sup> based its selection decision on the recommendations of the expert advisory panel<sup>3</sup>, and two of the selected National Societies were also requested to improve their plans based on the technical recommendations provided. As only three National Societies (instead of an intended five) were selected for this first round of the CBF, the CBF committee decided to select seven plans during the second round, to reach ten National Societies per year as planned and agreed by the Governing Board. The panel also offered valuable advice on how to improve the ICB process, which was considered seriously in improving the second and third rounds of the ICB.

2<sup>nd</sup> round of support: Nine National Societies were short-listed by the CBF committee in May 2008 (out of 29 applications received at the end of March) and awarded up to CHF 50,000 at the end of June to work on an ICB development plan. In addition to the financial support, they will receive practical support from the zone offices. The deadline for submitting the ICB plans to the OD department for review by the expert advisory panel is 31 August 2008. The short-listed National Societies are:

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<sup>2</sup> CBF committee: established in 2007 to oversee the Fund's management. It is chaired by the Deputy Secretary General, and includes three directors and the head of the OD department.

<sup>3</sup> Expert advisory panel: see under "working in partnership".

- Brazil
- Colombia
- Malawi
- Namibia
- Seychelles
- Belarus
- Moldova
- Tajikistan
- Kiribati

The experience from the first round demonstrates the high value of investing in the planning process, and how it relates to service provision. The Red Cross Society of China linked its ICB plan to its HIV and AIDS programmes, while the Yemen Red Crescent Society linked its plan to its community-based health programmes.

The ICB approach is expected not only to help individual National Societies greatly improve and expand their organization and work, but also to inspire and encourage further development in a growing number of National Societies through knowledge sharing and the dissemination of success stories. Indeed, the planning process of selected National Societies is being documented and will be shared widely within the organization. An internal information brochure to improve the awareness of ICB was produced in April, and continues to be distributed to all field offices of the International Federation secretariat.

Global OD pilot projects on local capacity building: Under the umbrella title "Mobilizing the local capacity of Africa" and linked with the Intensified Capacity Building strategy and modality, the International Federation secretariat OD department in Geneva is running global OD pilot projects with the Burundi Red Cross Society and the Ghana Red Cross Society. These two pilots are partly financed by the British Department for International Development (DFID) and by the Capacity Building Fund. In January 2008, the Ghana Red Cross Society received CHF 89,645 from the Capacity Building Fund. The two National Societies are piloting an OD strategy on how to develop, through a systematic approach, a large number of grassroots units in Africa. The two pilots are also testing some of the elements of the ICB approach and informing the OD support work.

As part of the project, a study tour "National Society systems for coordination and support to local branches" was organized in April, in collaboration with the Norwegian and Swedish Red Cross Societies. The Secretaries General and programme coordinators of the Burundi and Ghana Red Cross Societies travelled to Sweden and Norway and were provided with first-hand opportunities to study two different National Society systems for the coordination of local service delivery. A seminar was organized at the end of the trip to discuss the learning and possible application of some elements in African models.

### Specific OD support

Nine National Societies which were not selected during the first round of applications for the Intensified Capacity Building support are currently implementing specific organizational development projects.

Region/Country	Project title	Amount (CHF)	Project code	Pledge number	End of time-frame
<b>Peru</b>	Reconstruction of the Peruvian Red Cross Society (year 1 of 3).	75,973	PPE006	0802133	31.12.2008
<b>Ukraine</b>	Modernization of social work of Ukrainian Red Cross Society visiting nurses service (year 1 of 1).	47,901	PUA017	0801030	31.01.2009

<b>Uzbekistan</b>	Capacity strengthening and organizational development of 3 branches of the Red Crescent Society of Uzbekistan (year 1 of 3).	29,440	P70006	0802112	31.12.2008
<b>Bosnia and Herzegovina</b>	Red Cross Society of Bosnia and Herzegovina capacity building (year 1 of 3).	89,708	PBA016	0805100	31.05.2009
<b>Brazil</b>	Institutional strengthening (year 4 of 4).	55,000	PBR001	0704114	30.04.2008
<b>Caribbean</b>	Developing the capacity of Caribbean National Societies (year 1 of 2).	118,000	P49002	0712140	31.12.2008
<b>Belarus</b>	Youth development (year 1 of 3).	40,000	PBY016	0712128	31.12.2008
<b>Turkmenistan</b>	New statutes implementation programme (year 1 of 1).	45,000	P70006	0712141	31.12.2008
<b>Kyrgyzstan</b>	Improved financial systems of the National Society leading to compliance with criteria for the cash transfer system (year 1 of 2).	49,834	P70006	0712142	31 12 2008

All narrative and financial reports of previous allocations (except for urgent OD interventions) are published and available on FedNet in the knowledge centre of the Capacity Building Fund, at the following address: <https://fednet.ifrc.org/sw122097.asp>

A new 2008 call for Specific OD support will be launched in the second half of the year.

### Urgent OD interventions

The CBF received and approved one request for an urgent OD intervention from the Americas zone in the first semester of 2008. The amount of CHF 26,625 was granted for the programme implementation with a three-month timeframe to provide technical assistance through an independent advisor for the organization of elections and implementation of Statutes.

### Constraints or challenges:

At its meeting in Addis Abeba in 2006, the Governing Board of the International Federation requested its Secretary General to actively promote resource mobilization for the revised Capacity Building Fund, and strongly urged National Societies to make financial contributions<sup>4</sup>.

Since then, and as of the end of June 2008, no new donor has expressed interest. Although the CHF 5.1 million appealed for in 2008 is covered using reserves set aside from previous years, the contributions foreseen for 2009 will likely only cover around 25 per cent of the amount appealed for in 2009, thus jeopardizing ICB processes and ongoing programmes to which the Capacity Building Fund is committed to for the next three years.

It is urgent that the International Federation secretariat actively promotes the Capacity Building Fund and the crucial importance of prioritizing investments in strengthening National Societies, in line with the Global Agenda goal 3<sup>5</sup>, in order to scale up, and render sustainable, the results of goals 1 and 2<sup>6</sup>.

<sup>4</sup> Decision 06/E1/05

<sup>5</sup> Global Agenda Goal 3: "Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability".

<sup>6</sup> Global Agenda Goal 1 : "Reduce the number of deaths, injuries and impact from disasters".

Global Agenda Goal 2: "Reduce the number of deaths, illnesses and impact from diseases and public health emergencies".

## Working in partnership

In 2007, an expert advisory panel composed of OD expert representatives from National Societies and partners was established to improve stakeholder engagement, professionalize the Capacity Building Fund selection process, and to provide an objective and technically sound assessment of applications. The first meeting of the Advisory Panel took place in February 2007, and reviewed the first round of applications for the Intensified Capacity Building modality. The members are appointed by the Secretary General of the International Federation and are as follows:

- Dr. Jaslin Salmon – Jamaica Red Cross – President
- Ms. Grete Berdal – Norwegian Red Cross – Director for OD and support
- Dr. Vadim Kadyrbayev – Kazakh Red Crescent Society – Vice-President
- Dr. Dev Ratna Dhakhwa – Nepal Red Cross Society – Secretary General
- Mr. Andrews Frimpong – Ghana Red Cross Society – Secretary General
- Ms. Margareta Ottosson – Swedish Red Cross – Head of Organizational Development
- Mr. Matthias Schmale – British Red Cross – Director

## Contributing to longer-term impact

Over the years, the International Federation has provided substantial organizational development and capacity-building support to National Societies through the Capacity Building Fund, mostly targeting individual programmes, and trying to reach as many of them as possible with limited resources. Although successful, this has often not made National Societies stronger in the long run. Linking the Capacity Building Fund to the Intensified Capacity Building modality aims at improving the strategic use of resources and the long-term impact of strengthening National Societies.

The guidelines for the different types of support provided by the Capacity Building Fund were revised to better align them with the Intensified Capacity Building strategy and the new operating model, to achieve the International Federation's Global Agenda goals. Priority has been given to organizational change processes to create or strengthen National Society structures and services at the community level, in line with the Global Agenda goal 3.

## Looking ahead

During 2008 and 2009, an amount of CHF 4.9 million will be used to provide Intensified Capacity Building support to 20 National Societies. This includes the investment in planning of another 20 National Societies that will be short-listed, but not selected.

The Intensified Capacity Building selection will be done twice a year. In the third year, 30 National Societies will be supported, of which 10 will "graduate" and a new set of 10 will be chosen. This means that this modality alone will bring financial and technical support to 60 National Societies within three years, which is almost one third of the 186 members of the International Federation.

In addition, approximately CHF 4.58 million is needed to fund individual capacity-building project proposals addressing specific organizational development and capacity building areas particularly for National Societies who are not eligible or were not selected for the Intensified Capacity Building, but which face great challenges.

Particular attention will be given to African National Societies, in order to meet the Governing Board decision to place priority on National Societies in this region in an effort to scale up their services and activities to serve the vulnerable effectively.

The activities planned for 2008 so far rely on the contributions from previous and current partners. Additional contributions from new partners will be needed to cover 2009 activities.

<b>How we work</b>	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
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