

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

18 December, 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. 2; Period covered: April - September, 2001; last Programme Update (no. 1) issued 25 July, 2001.

“At a Glance”

Appeal coverage: 104%

Related Appeals: N/A

Outstanding needs: None

Update: This second report on the Capacity Building Fund (CBF) for 2001 provides an overview of the work carried out with key donors on a strategic framework for Federation capacity building and the role of the CBF. This is followed by a progress report on each of the nine individual projects supported this year by the fund. With a firm basis for the fund now having been agreed, decisions will shortly be taken on which of these existing projects will be continued and which new projects will be supported in the next round of allocations for 2002.

Background

The CBF was established in May 2000 to build on the Federation’s collective experience of capacity building. Incorporating the former Development and Youth Funds, the CBF’s goal is to serve as a multilateral fund to build sustainable capacities of national societies to make a significant difference to the lives of vulnerable people, particularly in forgotten situations. It therefore plays a key place in the development work of the Federation, enabling financial support to be directed to innovative projects or towards priority capacity building needs in societies that do not attract earmarked or bilateral funding.

During the second half of 2000 the CBF became operational once sufficient start-up funds had been secured. Following a call for proposals, a total of 22 projects were submitted in the first round and nine, totaling CHF 812,000, were selected in late 2000 through an assessment process that included advice from an independent consultant.

They focus on specific capacity building priorities for the societies concerned, including development of strategic and programme planning capacity, leadership training, strengthening branch development and community mobilization, and support to national society public information and communication capacity. Whilst most projects are planned to run over two to three years, the initial funding commitment from the CBF has been for one year,

although they will be considered for a second year if they are providing needed, long-term capacity building support to the societies involved.

Strategic framework for the CBF

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 policy and resource mobilization issues for the CBF. The TAG is a group of donor country National Society and government representatives from Britain, Canada, Finland and Sweden that have been providing guidance to the Federation's capacity building work over the past four years. They have also been the major supporters to the CBF, contributing CHF 2.2 million in 2000 and CHF 1.5 million in 2001.

At its meeting in December 2000, the TAG had stressed the need for an overall strategic framework for the CBF and for clearer and more focused criteria for projects to be supported. Thus before proceeding with any new allocations from the Fund, the Secretariat worked on these issues during 2001.

A draft Framework for National Society Capacity Building was drawn up following an organizational development think tank co-sponsored by the American Red Cross and the Federation in March 2001. This seeks to update, redefine and reach common agreement on key capacity building policies and approaches within the Federation. This draft has been discussed with a wide range of stakeholders, including the Development Commission, Federation OD practitioners, PNS and ICRC. It was also reviewed at the TAG meeting in September 2001 where it was generally supported and a number of useful suggestions for improvement were made. It was pointed out that the best way for the Federation to build its reputation in this field was proven results. It was therefore important that it place a high priority on demonstrating the results of its capacity building interventions in a positive manner that would attract greater long term support.

At this TAG meeting it was also agreed that the CBF objectives and priorities should be linked to the policy approach set out in the Framework and that the special focus of the CBF should be directed to:

- “forgotten” National Societies, especially those in countries of high vulnerability;
- innovative capacity building programmes in key capacity building focus areas (see below);
- addressing integrity issues;
- supporting increased civil society networking.

The key capacity building focus areas (based on the Capacity Building Framework) are: strategic planning skills; programme management skills; leadership training; volunteer management; branch development; and financial resource development.

Analysis of progress in the individual projects

CUBA RED CROSS BRANCH DEVELOPMENT PROGRAMME

CBF allocation CHF 100,000

Background

The Cuban Red Cross (CRC) has the largest constituency of all the Caribbean national societies with 169 municipal and 14 provincial branches. Most of these branches have a basic infrastructure and sufficient membership to develop quality programmes in favour of vulnerable groups, but are hindered by a lack of resources / structural support, weak response capacity, and a lack of training and communications equipment.

Cuban Red Cross capacity building falls into two national programme areas as reflected in the Society's CAS. The community based disaster preparedness programme works closely with communities, the government, civil defense authorities and partner organizations. The second programme, funded by the CBF and the American Red Cross, aims to support the national society National Development Plan (NDP) process, volunteer management and an image and communications programme.

Achievements against objectives during the period

Objective 1 To reinforce the capacity of the Cuban Red Cross provincial committees to meet the needs of vulnerable people in Cuba.

- The CRC has established a plan of action, outlining planned support to branch infrastructure and plans and budgets for a number of selected provincial or municipal committees (Granma, Camaguey, Ciego de Avila, Holguín, Santiespíritu, Las Tunas, Gibara, Mayarí, Nuevita, Florida, Calisto García, Guine, Unión de Reyes and Antillas).
- 27 staff and volunteers from CRC HQ and the 14 provincial branches received training on strategic planning and project planning tools. The workshop covered an introduction to planning; strategic planning; logical framework and social programmes participatory management tools.
- After an initial participatory planning process, the Cuban Red Cross has started to draft its NDP document, seeking and building on input from the 14 provincial branches
- 50% of all volunteers have been registered on the CRC census database. This will strengthen the NS's base, from which it can improve the management of and support to its volunteers.
- As a result of the capacity building programme all 14 provincial branches now have e-mail access.
- Building and office maintenance supplies have been provided to a number of the 14 provincial branches. Support from the German Red Cross is also helping to purchase office furniture for branches.

Objective 2 Obtain recognition from the Cuban population and authorities for the role and activities of the CRC as an independent institution, auxiliary to the public authorities.

- Cuban Red Cross has commissioned a national level survey by Havana University to assess its national public image. Results of this work, along with results of a national poster competition and other dissemination materials have been published and distributed at provincial level to enhance the CRC public image.
- Following the establishment of the new image and communications strategy, an image programme has been drafted that will include provincial level communications support and training. To date at the national level, CRC has increased its presence in the media by a 60%. It is hoped that work with provincial and municipal level communicators and networks will further strengthen the NS's image as a key civil society actor with a clear role to play.

Conclusions and lessons learned

Progress has been made during the period to move work on the CRC capacity building programme into its second phase, to support the development and implementation of strategic/programme planning, volunteering registration and support/training and communications and image building at provincial and municipal branch level. Although there have been issues around financial management which need to be addressed and progress which needs to be consolidated on the NDP, there is a clear commitment to this programme.

RWANDA RED CROSS SOCIETY YOUTH PEER HIV/AIDS EDUCATION AND HOME CARE SUPPORT IN TWO PREFECTURES OF RWANDA

CBF allocation CHF 99,735

Background

Prior to the genocide in 1994 the RRCS had implemented a major project in the HIV/AIDS sector, funded by the Norwegian RC. As a result of the genocide the project was discontinued. Whilst some subsequent projects implemented by the RRCS have included an HIV/AIDS awareness/education component, it was felt important that, given the concerns regarding the high levels of infection by and vulnerability to HIV, the RRCS needed to regain the capacity to implement larger scale, specific HIV/AIDS activities. This decision to implement an HIV/AIDS programme has proved prescient since it has coincided with the decision by African Red Cross and Red Crescent national societies to "scale up" HIV/AIDS work.

The programme itself forms a part of the RRCS health sector programme, linking primarily with the PSBC (community based first aid programme). Links to other organizations are weak at present, and one of the

rationales behind the programme is to broaden the NS's capacity to network and liaise with other health sector players in Rwanda. The programme falls within the Africa Red Cross and Red Crescent Health Initiative (ARCHI) 2010, the Ouagadougou Declaration and the Federation Rwanda Appeal 2001-2002.

Achievements against objectives during the period

Objective 1 Improve health in the community by contributing towards raising HIV/AIDS awareness and education and assisting the most vulnerable through home based care training.

- Programme activities have been further defined and an action plan has been developed during the reporting period.
- The Programme Coordinator appointed in April (see below) and his line manager visited Gikongoro and Gisenyi provinces to discuss the programme with the local government authorities, Presidents of the RRCS Provincial Committees and local volunteers. The discussion covered:- the objectives of the HIV/AIDS pilot projects; a description of the projects and their implementation; ARCHI 2010 (context and methodology); the role of the volunteers.

Objective 2 Develop the capacity of the RRCS to work in the HIV/AIDS sector with the intention of establishing a successful track record within the selected communities.

- A Programme Coordinator was recruited in April. A first activity was to recruit the two coaches, to implement the programme in each province. Both coaches were recruited in June. Their role as coaches will follow the ARCHI 2010 guidelines and they will supervise and advise volunteers, assist in their training and act as the liaison point between Kigali and the field.
- Since June, monthly reports have been produced - a useful indication of progress being made. These reports are building RRCS reporting skills, however at present both the coordinator and coaches are focused on establishing programme implementation.
- The Programme Coordinator plus two RRCS Regional Coordinators identified the RRCS district level committees and volunteers to participate in the peer group education and home care activities. They also identified the "Section Jeunesses" (RRCS Youth Groups) from local secondary schools who participate in the peer group education activities in a number of districts across the two provinces. This included local partner groups, such as APESEK - an association of people living with HIV/AIDS.
- Training of the volunteers began in July and a number of three-day workshops on home care were held in each district.

Objective 3 Raise the profile of the selected branch committees through the implementation of project activities in the HIV/AIDS sector.

- In both provinces, contacts have been made with partner organizations and others involved in implementing HIV/AIDS projects. These included:- the ICRC; Norwegian Peoples' Aid; AFRICARE; the "Région Sanitaire" (local health authority/Ministry of Health); the district mayor's office.
- A further move to extend the RRCS's network with other organizations working in the field was the Society's participation at a conference in Kigali in June organized by ANSP+ (Association Nationale de Soutien Vivant Avec VIH/SIDA). ANSP+ is a group of 36 local associations representing people living with HIV/AIDS and orphans.

Conclusions and lessons learned

To date the programme is evolving in line with planned activities and is genuinely developing the RRCS capacity in this important area of vulnerability. However, it is also throwing up some real challenges and issues for the NS. Several of these were not anticipated at the start of the project but are concerns that are not unique to Rwanda. The Society is hoping to seek support through contact with other national societies and institutions.

SRI LANKA RED CROSS SOCIETY (SLRCS) BRANCH TRAINING PROGRAMME

CBF allocation CHF 53,539

Background

The SLRCS has made considerable progress towards the “Characteristics of a Well Functioning National Society”, following the serious integrity problems of the early/mid 1990s. With a new Board of Governors and leadership in place since 1996, the national society has revised its systems and procedures, tightened internal controls and demonstrated its commitment to change through setting up new structures to streamline management and programming at both national headquarters and branch levels. A strategic planning workshop, held in June 2000, agreed priorities for 2001-2002.

In spite of these demonstrable commitments to change, the national society has found it difficult to re-establish long-term partnerships to accompany its new programme and governance visions. The Japanese Red Cross is the only national society which has been providing longer term assistance to SLRCS. Its funds support ongoing improvements in finance, information and governance/management development. The CBF application was therefore made to access the funds needed to build SLRCS strategic institutional development and will help the national society address other OD areas, namely the development of human resource management systems, a coordinated branch development strategy and local resource mobilization activities to help SLRCS build self-sufficiency and decrease its long-term dependency on external funds.

There was a delay in the implementation of SLRCS’s programmes in the early part of 2001, when the Government appointed an Interim Board of Management to replace the elected Board of Governors. Since then the situation has been normalised with the return of the elected Board and the drafting of a new Constitution clarifying the roles of governance and management.

Achievements against objectives during the period

Objective 1 To develop and strengthen the overall human resource management capacity of the National Society.

- Planning for a comprehensive HRD policy has taken another step: building on the workshop in the first quarter for all Directors and National Programme Coordinators, a further workshop was held for all Youth Wing representatives to plan and prepare for the national HRD workshop due to take place in November/December 2001.
- Work was initiated with the new Director of Administration (responsible for HR and training) on the planned revision of the Society’s administration manual, with a focus on developing and updating the SLRCS’s personnel procedures.

Objective 2 To develop a strategic resource mobilization approach and set of skills in both the national headquarters and branches to establish a broad base of long-term local and sustainable support.

- Terms of reference and draft objectives were drawn up for a national “Local Resource Mobilization” workshop for branch representatives due to be held in December where the Branch Development Officers will receive official roles in structured resource mobilization.
- A preparatory “learning” meeting to be guided by the external resource mobilization consultant has been planned with the Society’s Millennium Fundraising Committee prior to the workshop, to feed learning on public relations efforts over the past two years into the workshop.
- A case study is to be drawn up on the Society’s existing First Aid resource mobilization experience as an example of tangible success, and used to develop a business model if scaled up on a national and branch level (currently it only raises income at headquarters level).

Objective 3 To upgrade the coordination and volunteer mobilization capacity of the NS’s branch network by piloting a Branch Development Officer (BDO) strategy and to use learning from the experience in the first year to scale it up to all branches.

- The SLRCS Branch Development Committee has continued to meet monthly during the period to review the roles of the pilot Branch Development Officers and the development aspects of the Branches (e.g. committee meetings, AGM, management training, etc.).
- The selection was made on which branches are to have a Branch Development Officer, with priority given to branches in recurrent disaster prone districts and which are about to receive a grant from the EU’s

Disaster Preparedness Fund. These BDOs will help to strengthen the overall management of these branch programmes, set up sustainable approaches to increase local income, and manage the expected funds in an efficient and effective manner.

- The job descriptions of the BDOs have been revised by the new HRD & Training Manager according to clear competency profiles and the recruitment process will begin with the jobs being advertised in November. This reflects the Society's new Constitution, passed at the AGM in October, which formally established one branch executive officer per branch - as developed out of the pilot Branch Development Officer function.

Conclusions and lessons learned

Despite the pressures involved in pressing ahead with the new constitution, many internal stakeholders have made important strategic connections between the new constitution and the opportunities it offers for strong management and leadership, through support for and use of a new HRD policy to build the human resource base of the NS. Connections have also been made between this objective and work to develop staff and volunteers in the branches, and in the longer term to make their core costs sustainable through locally mobilized funds.

YEMEN RED CRESCENT SOCIETY (YRCS) CAPACITY BUILDING PROGRAMME

CBF allocation CHF 40,000

Background

The YRCS continues to operate in a very difficult context where humanitarian/social development needs tend to be deep-rooted due, mainly, to the persistence of:

- unfavourable political factors that lead to instability/conflicts.
- natural disasters such as earthquakes and floods.
- increasing poverty and limited social services capacities, which are becoming more serious following the recent shift towards free market operations.

The Federation's regional delegation in Amman is committed to working with YRCS as a first priority among national societies in the region, both in terms of short-term humanitarian and long-term capacity building needs. The initiative started with the help of the CBF funding has provided timely input to step up efforts, through strengthening the basis for long-term capacity building and supporting a process of strategic planning.

Achievements against objectives during the period

- The draft Strategic Plan, which has been translated into Arabic, has been promoted within the national society and shared with potential partners, including PNS and the ICRC. The vision and objectives identified in the Strategic Plan are informing the priorities for the Appeal 2002/3, particularly in DP/DR, health and OD and will form the basis of the CAS in 2002.
- A Framework of Cooperation has been signed between YRCS and the regional delegation, to lay the foundation for establishing a delegate in Yemen to assist the national society in its short and long-term capacity building/service delivery work. Negotiations are being finalized to set up the TOR for this delegate. S/he will be expected to help the national society accelerate the process of development initiated through the evolution of the strategic plan and pave the way for the development of a CAS. Part of this preparation will include a partnership meeting to be held with potential partners. Swedish Red Cross has expressed an interest in funding this position.
- A vulnerability and capacity assessment (VCA) has been started in the two most disaster prone governates (Hijja and Hoidedah). Based on the results of the first round, the process is expected to be further developed to become more participatory and to include vulnerable groups in the assessment, programme design and implementation. It is also expected to continue in other governates.
- An overall OD assessment has been carried out to review the national societies structures and systems, including the financial systems in HQ and the branches and recommendations will be put to the national society.
- A review of the national society's health services has been conducted, assessing the capacity of the national society's clinics and the diversity of the services they provide. The review made recommendations in terms

of widening the community outreach of this health programme and these will be followed up in the coming months.

- YRCS participants from HQ and Sanaa branch participated in two regional workshops - one on HIV/AIDS and one on Psychological First-Aid - held in Baghdad in April. The HIV/AIDS workshop provided a forum to adapt the HIV Manual to the MENA context and to form a network of national society representatives to follow up on the training of trainers based on this adapted manual. The workshop on Psychological First Aid helped to raise awareness regarding the need for psychological first aid and facilitated the exchange of national society experience in this area. The participants also agreed to set up a First Aid reference centre for the MENA region, to be based in Baghdad.

Conclusions and lessons learned

- The theory/practice of long-term capacity building does not gain national society support and attention in a context where all attention is focused on ensuring daily survival.
- While targeted and concentrated national society support requires effective communication based on mutual understanding and confidence, the latter tends to be a factor that cannot be easily attained in a relatively short period of time

Work is therefore ongoing with the YRCS to build these basic prerequisites to successful long-term capacity building during the rest of the planned programme

CAUCASUS REGIONAL COOPERATION AND DEVELOPMENT

CBF allocation CHF 97,575

Background

The national societies in the Caucasus have during the last ten years developed with different speed and within different areas. To date there was no mechanism to share the experiences and lessons between them. The goal of this project is to establish such a mechanism. The programme consists of structured exchanges of staff and/or volunteers from all three national societies (Georgia, Armenia and Azerbaijan) in four programme areas, so they can build peer networks and create common learning opportunities.

In the first half of the year, most of the activities within the regional cooperation programme were being implemented as planned. However, during the third quarter of the year, there have been further delays to the programme due to internal change processes and general assemblies of the Armenian and Georgian RC. The presidential election at the Georgian Red Cross was very controversial and the ensuing internal problems in the Society are having a negative impact on the regional cooperation programme and activities are currently being conducted without the participation of the Georgian RC. Various measures are being taken to ensure that the programme can be implemented with participation from the Armenian and Azerbaijan NS, together with representatives from the Georgian delegation where appropriate.

Achievement against objectives during the period

Objective 1 - relating to health and first aid:

- The Regional Health Strategy has been printed and distributed to the three NS. It has proved to be an effective and practical planning tool to support health programming and planning in all three NS:
 - in Armenia the strategy has been used to support the implementation of current activities, such as the TB, HIV/ AIDS and communicable diseases programmes and has also been used for health programme planning.
 - in Azerbaijan, a national society working group updating the Strategic Work Plan, discussed and used the Regional Health Strategy to elaborate the future direction of the health programme. The introduction of the Strategy has been translated into Azeri so that it can be distributed to regional centres.
 - the Strategy has also been used to elaborate the Health & Care programmes of all three national societies for the 2002/3 Appeals.

- The three national societies also shared experience, when observers from Azerbaijan and Georgia participated in the 5th Open Competition for First Aid Groups organized by the Armenian RC. This was held in Yerevan in June/July and included teams and/or observers from Azerbaijan, Georgia, Lithuania, Germany and the United States. The event was widely covered by the local media. Diplomatic missions and international organizations welcomed the Red Cross and Red Crescent initiative on regional cooperation, particularly the links being established between Armenia and Azerbaijan.

Objective 2 - relating to information:

- After the slow progress made in the earlier part of the year as a result of the problems within the Georgian RC, the first regional cooperation meeting on information and dissemination was held in Yerevan on 4-5 September 2001. Information and dissemination officers from the Armenia and Azerbaijan national societies and the Federation delegations attended. The regional reporting officer provided report writing training and the participants also benefited from simulated interviews with the media. The Armenian Red Cross arranged a field trip to the Ararat Regional Branch, which provided the participants with an insight into their regional information and dissemination activities.
- The issue of publishing a regional newsletter was discussed at the regional cooperation meeting and it was agreed that the responsibilities for its publication will rotate among the three national societies and that each national society will supply necessary information to this end.

Objective 3 - relating to disaster preparedness:

- The first cooperation meeting for DP took place in Armenia at the end of May with representatives from all three countries. The national societies presented their programmes and identified common priorities to be addressed in the continuing cooperation. They included:
 - elaborate common training modules for DP and response based on the course modules already developed by the Armenian RC;
 - identify and print a booklet of common terminology to be used in the field of DP;
 - organize a common disaster management training programme for rescue teams;
 - share information regarding achievements within the programmes,
 - inspired by the example of the Armenia Red Cross, the Azerbaijan Red Crescent decided to establish First Aid groups as the basis for their DP programme.

Some of these activities will be implemented within the current programme and budget, however some will carry over and be implemented during 2002 depending on funding.

Objective 4 - relating to community / branch development:

- The first cooperation meeting was held on 23-24 May in Azerbaijan with representatives from all three countries. The participants discussed what community development can mean in a Red Cross context and discussed how other organizations work in the field of community development. A decision was taken to arrange field visits to each others' programmes and to exchange programme material in this area during the next three months.
- The possibility of arranging common training sessions in this area was also discussed.
- The place and date for the second meeting have been changed and it will now take place in November in Yerevan.

Conclusions and lessons learned

- National society staff from all three national societies have established good contact with colleagues from other Societies in all four programme areas and have started to exchange experiences.
- The three national societies have been able to set benchmarks for their own development as a result of seeing the other Societies' programmes and activities.
- There are already concrete examples of areas where the three national societies have learnt from and been challenged by each others' programmes. The First Aid and DP programmes provide good examples of this.
- The Regional Health Strategy has provided a new model for regional cooperation and is being used in programme planning and implementation.
- Interest in and understanding of the value of sharing and learning from each others' experiences continue to increase within each NS.

CENTRAL AMERICA REGIONAL COMMUNICATIONS CAPACITY BUILDING

CBF allocation CHF 108,000

Background

Historically the communications departments of the national societies in Central America have concentrated on public relations and minor information activities at headquarters and given little attention to the branch level. Additionally, they have also concentrated on international humanitarian law programs at the expense of regular information activities at branch level.

In August 1998, the Regional Communications Forum of the Americas was formed with the aim of creating a common communications strategy for the region. One of the conclusions of this meeting was the need to focus on institutional communications strategies. A regional communications meeting held in Paraguay in July 2000 between the Federation, the ICRC and the NSs, helped to underline the key objectives for communications in the region. Three core areas were agreed upon: disaster communication, communication & dissemination and internal communications. Originally Mexico was supposed to participate in the programme, but because the national society could not ensure a satisfactory follow up to the programme (due to a change in President), El Salvador was selected instead.

Achievements against objectives during the period

Objective 1 To support the strengthening of the communications network in selected national societies

- Each of the four national societies presented an annual plan of action for the programme, which was approved and is receiving appropriate support from headquarters level.
- The Nicaraguan Red Cross has produced its national communications strategy which includes the selected branches, as well as a distance learning communications project.
- The Costa Rican Red Cross is carrying out a communications assessment in the selected branches. This should be completed by September 2001 and will inform the prioritization of future work.
- The Costa Rica and Panama Red Cross started work on the promotion of an “information contingency plan” for use in emergencies and its adaptation to the reality of the three selected branches.
- The Nicaraguan Red Cross has worked on an initial module on communications in a disaster with its branches before beginning the promotion and adoption of an “information contingency plan”.

Objective 2 To improve the sharing of information at national and local levels

- Each national society signed a cooperation agreement between the headquarters, the communications departments and the selected branches in each country.
- The Panama Red Cross has set up and promoted disaster case studies with the selected branches and has involved students of the distance learning communications programme as part of their assessment of communications in the branches.

Objective 3 To improve the image of the national society at the local and national levels.

- The Salvadoran Red Cross organized a workshop in June for journalists to look at the processing and speed of information in time of disasters. Approximately 20 journalists attended and the two facilitators were both journalists who had taken part in the previous workshop held in Guatemala in March. This has set up a network of journalists that will be active in the event of a disaster and will be led by/work in close contact with the NS.
- The Panamanian and Nicaraguan Red Cross have been working on a new design for their NSs’ web site and are compiling relevant information to be included in it. The Salvadoran Red Cross continues to expand its web site and has developed innovative new ideas to profile the role of the Red Cross in an emergency, such as presenting its contingency plan on the web site, together with risk maps of the most vulnerable areas in the country.

Conclusions and lessons learned

Although the level of progress varies between the four national societies, it is clear that the programme is promoting a more coherent approach to communications in the four countries. In all the national societies, the communications department is playing a leading role in capacity building, both in communications, through the communications links between headquarters and branches, the communications network and the links with journalists, and in wider capacity building in terms of development in the selected branches and between those branches and headquarters.

Planning has become a key part of the work of the communications offices, fully involving both the staff in headquarters and in the selected branches, thus improving interest and capacity in that important area. As a result of this new dimension in the field of communications, the national societies have become aware of the potential to develop capacity in other areas and of the opportunities they have to enhance the image of the national societies and promote information exchange.

MIDDLE EAST & NORTH AFRICA - REGIONAL LEADERSHIP TRAINING

CBF allocation CHF 63,500

Background

National society leadership training is an orientation aimed at newly elected or appointed leaders of NSs: presidents, secretaries general, board members or senior staff. Such training has been organized on an annual basis in Geneva since 1974, originally by the Henry Dunant Institute, and since 1999 by the Federation in close association with the ICRC. The regional version of this training was designed to increase the number of persons that could benefit from it and to allow for an adaptation of the training to suit specific cultural contexts and language requirements. The fact that such training had not been available in Arabic had left most new leaders in the Middle East and North Africa region without a proper introduction to the Movement and its basic policies and procedures.

Capacity building and leadership training is a key element in the regional strategies for both the Middle East & North Africa and a priority for the recent Federation representation in the region.

Achievements against objectives during the period

It was originally planned to organize two leadership courses - one francophone and one anglophone - during 2001. To date the following has been organized:

- A regional leadership training course in Tunis together with ICRC for six national societies in North Africa, with 18 participants (three from each national society). All invited national societies responded with a full number of participants.
- Syria Red Crescent national leadership training course for approx. 30 senior staff and volunteers, including two from each of the 14 branches of the national societies.

Risks related to this programme at the outset were identified as follows:- 1) how well the courses were tailored to the interests and cultural background of the participants; 2) to what extent the leaders were aware of their training needs; 3) the ambition level of the programme; and 4) the level of co-operation with the ICRC.

Both these leadership courses were carried out in the first half of 2001. In order to assess their impact a questionnaire was sent to participant national societies about three months after the regional course to see how valuable it had been, how much of the learning had been applied and how far the above risks were a limiting factor. Based on the responses from participants, the following can be noted regarding achievement against the original objectives of the training.

Objective 1 To provide participants with a good level of knowledge on how the Movement functions in its national and international context.

- Participants reported an improved understanding of the Movement and the relationship between the Federation, the ICRC and the national societies.

Objective 2 To increase understanding of the mission and structures of the Movement, the key policies and programs of the Federation and the ICRC.

- Participants stated they had a better general awareness of Strategy 2010 and key Federation policies, but more was needed to develop and operationalise these. This will be addressed in follow up training and skills development.
- All 6 national societies reported they are starting to use the various planning tools outlined in the training and are adapting their programmes to take account of Strategy 2010.

Objective 3 To enhance skills and competencies required for building strong national societies.

- Resource development was stated most frequently as a skill that these national societies would like to develop to support their planned work and programmes.
- Participants stated that a better understanding of roles of governance and management had helped them to better define relations within their own national societies and organize work accordingly.
- All stated that they had actively shared the knowledge acquired on their return and their national societies and a number had set up plans for similar training at a national level. There will be follow up with these national societies to support and monitor that national level training.

Conclusions and lessons learned

Even if it is not possible to measure the long term impact of this training on national society performance, feedback from participants does give indications as to the appropriateness and usefulness of the training. The general objective of providing participants with a good level of knowledge on how the Movement functions in its national and international contexts, has been reasonably well met. Regarding the objective of enhancing the skills and competencies required for building stronger national societies, the development and diversification of financial resources emerged as a key learning area for national societies. An improved understanding of the roles of governance and management also seems to have been realized. Several national societies are also planning to replicate the course at national level and are requesting assistance from the Federation and the ICRC to plan these.

What is harder to assess is the impact of the leadership training in translating into practice in the work of national societies in the region the more proactive and preventive approaches outlined in Strategy 2010. Achieving this objective will require such leadership courses being supplemented by more in-depth training in strategic planning and other key skills (e.g. VCA, gender analysis).

Regarding the risk factors identified earlier, the feedback from participants confirm that cultural adaptation was much less of an issue than the organizers expected. However it was confirmed that too many topics were covered leading to superficial treatment of some key areas. As far as co-operation with the ICRC, the courses seem to have conveyed a very positive message of co-operation between the two components of the Movement to all participants. In discussions with the ICRC Maghreb delegation it has been concluded that this has been a successful experience and there is a renewed commitment to repeating the exercise in early 2002.

NORTH AFRICA CAPACITY BUILDING PROGRAMME

CBF allocation CHF 100,000

Background

As outlined in the 1999 Regional Strategy for North Africa, supporting national societies in their institutional and resource development is one of the Federation's priorities in this region. The five NSs - Morocco, Algeria, Tunisia, Libya and Egypt - had recognized that they required an upgraded level of capacity if they were to fulfill the responsibilities accorded to them by their authorities in the field of health and social services, first aid, disaster preparedness and response, as well as responding to the increasing demands from civil society.

The main elements of this North Africa capacity building programme include: collecting basic data on the national societies; assisting them in carrying out self-assessments of their capacities and needs; and helping them to plan for their institutional and resource development. Training is foreseen in areas such as financial and

human resource development as well as in governance and management. Regional and local resource persons and institutions are being identified to support this.

Gender issues have been highlighted as an important element of capacity building in the Middle East and North Africa (MENA) region during the period. This was on the agenda at the 3rd MENA Conference, held in Teheran in May, where the final declaration emphasized the need for a greater involvement of women at all levels of decision making and implementation and encouraged each national society to designate a focal point for gender issues. The Federation's North Africa representative has become the focal point to support the gender network and has been involved in the preparations for and follow up on the conference.

Achievements against objectives during the period

Objective 1 To provide guidance and support for national societies in capacity building.

- Self-assessment questionnaires have been completed by Morocco and Tunisia and are nearing completion in Libya and Algeria. In the coming months, there will be follow-up with Tunisia, Morocco and Egypt, in cooperation with the Secretariat's Monitoring & Evaluation Division in Geneva.
- Basic data collection is ongoing with all five national societies.
- As regards socioeconomic data, focal points for research have been identified in Libya and Egypt and ToR are being drafted. This will help national societies to be more targeted in their vulnerability assessment work.

Objective 2 Human and financial resource development and other capacity building tools to be introduced, used and adapted to cultural context.

- A Tunisian Red Crescent OD workshop was prepared and took place in July to develop the national society's understanding and skill base in OD.
- Algeria Red Crescent OD/RD priorities were further discussed and developed with the leadership of the national society, and a workshop has been planned to train and support 48 wilayas (regional committees) in the key areas of resource and organizational development. This will be organized in early 2002.
- A workshop on gender issues was held in Amman in April to prepare for the Teheran MENA Conference. As mentioned above, the Teheran Conference agreed to set up a gender network in the MENA region and the Federation representative is the coordinator of that network.
- A sub-regional workshop on governance is being prepared for the first quarter of 2002.

Objective 3 Capacity building to be integrated with other programmes such as disaster preparedness, first aid and ARCHI in order to improve operational capacity and service delivery.

- A consultation meeting of North African national societies on HIV/AIDS was held in June in Tunis. It focused on implementation of the new Arabic version of Federation's Youth Manual to train volunteers in preventive education and action on HIV.
- There was agreement for a staff-on-loan from Libyan Red Crescent to work in the Tunis office for three months, to help develop an integrated approach to disaster preparedness and health, with a particular focus on HIV/AIDS and the use of the Vulnerability and Capacity Assessment in the region. Work also continued on CBDP planning and implementation in Egypt.

Conclusions and lessons learned

Capacity building continues to be the most important activity of the Federation's North Africa office. The progress made in setting up the OD programmes is slower than anticipated, due in part to the lack of awareness among national society leaders and in part to the limited capacity of the Federation office. However, the various forms of training - leadership training and training of volunteers/staff in Strategy 2010, key policies and gender awareness - seem to open doors to increased cooperation with all five national societies. The support from the sub-regional office and the capacity building approaches are perceived as positive and useful, as feedback from past training events has confirmed.

GLOBAL POLIO ERADICATION PROGRAMME

CBF allocation CHF 150,000

Background

In June 2000 the World Health Organization (WHO) invited the International Federation and the ICRC to become partners in the Global Polio Eradication Campaign. Started in 1988, this world-wide campaign has been successful in eradicating polio from most countries of the world. However, there are still certain countries where polio has not yet been eradicated, largely due to conflict or national infrastructure/capacity reasons. The aim of this phase of the overall programme has therefore been to conduct high quality National Immunization Days (NIDs) in the remaining most difficult countries, using large numbers of national society volunteers for social mobilization activities before and during the NIDs. The countries concerned are Afghanistan, Bangladesh, Chad, Republic of Congo (Brazzaville), Democratic Republic of Congo (DRC), Ethiopia, Iraq, Liberia, Niger, Nigeria, Pakistan, Sierra Leone, Somalia and Sudan.

The Federation is working closely with the other key partners at all levels of the campaign - from a global steering committee in Geneva to involvement in the country level International Coordinating Committees (ICC) and on the ground cooperation. The key partners are WHO and UNICEF, Rotary International, Centre for Disease Control, Ministries of Health and locally based community organizations.

Achievements against objectives during the period

The funding from the CBF was used for the start-up activities for the first phase of the programme as described in the previous CBF Programme Update and before resources from the normal group of donors became available. Overall during this subsequent reporting period the polio eradication campaign has continued, further developing and consolidating the work in the target countries to educate and mobilize vulnerable groups and implement successful vaccination campaigns and conduct follow up surveillance.

Objective 1 To deploy trained Red cross and Red Crescent staff and volunteers.

- The national society have continued to recruit, train and support a large number of volunteers to support the programme. For example, in Chad 1,500 volunteers were activated to initiate social mobilization and disseminate information, while in Bangladesh 500 volunteers were trained in social mobilization, vaccination techniques and education/dissemination techniques and 5,000 volunteers in Afghanistan were deployed to carry out house-to-house mobilization.
- In the Republic of Congo, the national society have built on the experience gained in the first phase of vaccinations and are holding training workshops in each of the regions to build on lessons learned. This is being organized by local branch coordinators, thereby building the skills within the national society staff and volunteer base. The Sudan Red Crescent have extended their coverage in 2001 to new regions and have held meetings with the target branches to plan this accelerated contribution.

Objective 2 To disseminate public information.

- The main focus has continued to be on the social mobilization of beneficiaries to ensure an increased vaccination coverage in the target countries. Red Cross and red Crescent volunteers and staff have been providing public education to many groups, including schools, community groups, homes, religious groups, camps. National societies like the Niger Red Cross have been involved in sensitization campaigns through radio, television, newspapers and on a face-to-face basis.
- As well as disseminating public information, the campaign has enabled national societies, such as the Iraqi Red Crescent to build their profile in their own country. The IRCS support to the campaign was recognized as valuable and professional in feedback from the MoH and UNICEF.

Objective 3 To build partnerships with other agencies.

- All NSs have worked closely and successfully with partners organizations in-country. For the DR Congo Red Cross, this is the first time the national society has been a full participant on the ICC, which has built their profile and confidence in dealing with major partners.

Conclusions and lessons learned

The funding from the CBF played a vital role in allowing the planning and early stages of the first phase of the programme to proceed and enabled the Federation to deliver on its commitments towards its partners in the campaign. 2001/2 will be a crucial time to reach the final goal of total polio eradication. Significant progress has been made in many countries and these two years should allow for the completion of the mass NIDs, and the subsequent monitoring of the disease's eradication.

From a Red Cross and Red Crescent perspective, it is been clear that the Red Cross and Red Crescent involvement in the Polio Campaign has provided a real impetus to develop the capacity of staff and volunteers in all concerned national societies and has raised their commitment to and experience in working with partners organizations. The positive feedback from WHO, UNICEF and governments as to the Red Cross and Red Crescent contribution to their respective national campaigns, has also developed the confidence in these partnerships for future work and helped to raise the profile of these national societies in their own countries.

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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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Head a.i.
Relationship Management Department

Alistair Henley
Head
Coordination Department

Capacity Building Fund						ANNEX 1
APPEAL No. 01.73/2001		PLEDGES RECEIVED				18.12.2001
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	20.04.01
SWEDISH - RC				1'000'000	SEK	25.04.01
SWEDISH - RC				3'000'000	SEK	21.05.2001
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:						