

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

26 June, 2002

This Programme Update is intended for reporting on Annual Appeals.

Appeal No. 01.62/2002

Appeal Target: CHF 4,000,000

Programme Update No. 1; Period covered: January to June, 2002

“At a Glance”

Appeal coverage: 53.3%; Note: this includes a CHF 1.5 million commitment from the Federation's Secretariat which is not reflected in the attached list of contributions.

Related Appeals: N/A

Outstanding needs: CHF 1,867,583

Summary/Update: In order to sustain the Capacity Building Fund (CBF) and its potential to provide flexible, multi-year funding to target capacity building programmes, it will be necessary to raise sufficient funding to enable the Fund to support multi-year programming. At present, the Tripartite Advisory Group (TAG) is still the key donor group for the CBF, and it is important that the funding base is diversified and to increase the level of future funding for the CBF. In order to encourage PNS to support the CBF, the Federation made an exceptional commitment of CHF 1.5 million drawn from its reserves at the end of 2001 and made available in 2002. This allows for additional programmes to be financed in 2002, as part of the second round of allocations, and gives a positive signal regarding the Secretariat's commitment to long-term capacity building. Overall, the CBF is progressing well and is making an important contribution to the long-term, difficult to fund capacity building programmes it supports. The Fund is now more established among National Societies and regional departments / delegations as an important mechanism for supporting capacity building work. The increased number of Fund allocations made this year to a wider range of National Societies has extended the Fund's potential impact. However, it has also increased the challenges for the Fund in terms of effective management, monitoring, and demonstrating the impact on a wide number of target programmes, and building donor confidence in order to sustain the Fund in the coming years.

Background

The goal of the Capacity Building Fund (CBF) is to serve as a multilateral mechanism to build sustainable capacities of National Societies to make a significant difference to the lives of vulnerable people, particularly in forgotten situations. The CBF builds on the Federation's collective experience of capacity building and has made good progress since it was formally established by the Board in May 2000. The Fund provides flexible funding that can be targeted to support those programmes where it is most needed, according to set criteria.

The CBF became operational in the second half of 2000, when nine programmes were selected for support. These programmes were funded for an initial year (2001) and were reported on during that period (for details see the CBF annual report issued in May 2002).

This Programme Update gives an overview of the 20 programmes that have been selected for support in 2002 with a total value of CHF 2,146,940. These comprise five of the ongoing programmes supported in 2001, 17 new country level programmes, and three new regional programmes benefiting 12 National Societies. These programmes were chosen in December 2001 by the Federation's internal CBF selection committee based on the criteria described below. These decisions were taken in close consultation with regional departments / delegations, who were asked to prioritise proposals from their respective regions and to provide their analysis of each programme's capacity building potential / sustainability. The next Programme Update will provide a progress report on the implementation of each of these programmes after the first six months implementation phase has been completed.

The criteria used for selecting programmes for support by the CBF have been established in consultation with the TAG (the Tripartite Advisory Group), a group of donor National Society and government representatives from Britain, Canada, Finland and Sweden, which has supported the Federation's capacity building work over the last four years and who are the principal donors to the Fund. These criteria are that the Fund should:

- support "forgotten" National Societies, especially those in countries of high vulnerability;
- support innovative capacity building programmes in key capacity building focus areas;
- address integrity issues;
- support increased civil society networking.

Allocations may be also made to support activities designed to meet the capacity building needs of a Society facing integrity difficulties.

Programmes should work within a range of one or more "key capacity building focus areas", including:

- strategic planning skills;
- programme planning / management skills;
- leadership training;
- volunteer management;
- branch development and community mobilisation;
- information and communications development;
- and financial resource development.

A second round of CBF allocations will be made at end June, for programmes which meet the Fund's criteria and have not been able to secure adequate funding through the Federation's traditional funding channels.

CBF Programmes for 2002

Continuation of programmes from 2001

The CBF is committed to providing an opportunity for longer-term support to quality capacity building programmes. The initial CBF commitment is for one year, however most programmes are planned for two years or more. The initial nine programmes selected in 2001 were monitored during the first year to assess their progress and impact and were then considered for a second year of funding. Out of the nine programmes funded in 2001, five have gone on to receive support from the CBF in 2002.

Cuba, branch development (*allocation CHF 150,000*)

This project showed clear achievements during 2001, building on work to develop NHQ strategic planning, communications and volunteer management capacity, and extending this to target provincial and municipal branches. This has strengthened Cuba Red Cross's programmes and volunteer base in those branches, boosting motivation and capacity and raising the profile of CRC, both at a local and national level. CRC is one of the Secretariat's priority National Societies for 2001/2 and it is considered important to continue to support this work to build capacity at branch level.

Sri Lanka, finance resource development (*allocation CHF 52,250*)

Sri Lanka Red Cross Society is a forgotten National Society, which has experienced integrity problems in the past. It was important to support SLRCS in its vital change process and to try to encourage other donor support. The programme has made clear progress in terms of building a network of branch development

officers, who will support programme management, human resource development / management and financial sustainability in the branches. These steps are key follow on from the adoption of the Society's new Constitution. The proposal for 2002 demonstrates a clear evolution of this work towards supporting finance / resource development (and in a second phase, work to support a youth programme).

Yemen, capacity building (*allocation CHF 200,000*)

Yemen is also a Secretariat priority country for 2001/2 and the Yemen Red Crescent Society has a limited resource base, exacerbated by the withdrawal of government financial support. The project has supported the YRCS in 2001 to develop a draft strategic plan and to discuss this with potential partners. A vulnerability & capacity assessment (VCA) has also been carried out in two disaster prone governorates and a review of the Society's health services has been undertaken with recommendations to reorient towards a primary health care approach and broader community outreach. The Society has begun to show an openness to change and, through the VCAs, has begun to develop a greater awareness of vulnerability in country. However this is a long-term process and both of these areas will be further developed in 2002.

Caucasus, regional co-operation & development (*allocation CHF 97,600*)

This programme was seen as innovative for the region, building networks and peer support between the Azeri, Armenian and Georgian Red Cross/Crescent Societies in the areas of health, DP, branch development and communications. Although these exchanges have been challenged by the integrity problems in the GRCS and by the continuing tensions between Armenia and Azerbaijan, the work to build trust, cooperation and peer support between the National Societies under these difficult conditions, has warranted continued support for the efforts to build and sustain these positive contacts.

Central America, regional communications (*allocation CHF 107,500*)

A monitoring visit to this project in 2001 showed it to be an innovative project with a clear impact on the four target National Societies (Costa Rica, Panama, El Salvador and Honduras). The development of communications skills and branch / volunteer communications capacity, has increased volunteer numbers and motivation in each national society, established better communications between branches and headquarters and built capacity in other related areas, such as disaster contingency planning. The programme also helped to build contacts with outside groups (media, universities etc.) and raised the profile of the four Societies. The programme planning for 2002 demonstrated a clear evolution and is to be extended to two further National Societies (Guatemala and Honduras).

Four programmes from 2001 have not received ongoing CBF funding in 2002:- the Rwanda Red Cross Society youth peer HIV/AIDS education and home care programme, because it has access to other funding; the global polio eradication programme, because it needed CBF funding only for the initial start-up phase; and the two regional programmes in the Middle East and North Africa (regional leadership training and North Africa capacity building programme), because their planned objectives and budget have been extended into 2002 and they are currently still covered by existing CBF funding. The latter two projects may be re-submitted for further funding in the future.

New programmes selected for 2002

In line with the selection criteria, the list of new programmes selected for 2002 includes a number of "forgotten" National Societies (e.g. Comoros, Mauritius, Bolivia, Belarus) and several programmes chosen because of their innovative or strategic nature (i.e. to ensure continuity of support to the Tripartite project countries Nigeria and Guatemala). Brazil Red Cross Society will also receive support to develop opportunities to deal with its long-running integrity issues. Below is a list of the new programmes supported in this first allocation for 2002.

Chad, capacity building (*allocation CHF 102,870*)

This National Society receives little external support and meets the criterion of a "forgotten" National Society. The regional delegation / department identified this as a priority programme as it builds on support provided up to now through the Central Africa regional organisational development programme. The programme aims to strengthen CRC's planning and management capacities at the national headquarters and in six local branches. It will also support the mobilisation and better management of its network of volunteers in the same local branches with regard to community health and preparedness to respond to disasters.

Comoros, organisational development (allocation CHF 111,540)

This is a Society still in formation and this programme will help it meet the criteria for acceptance as a member of the International Red Cross and Red Crescent Movement. It will do this by building its understanding of good governance and management practice; developing strong regional committees on each of the country's three islands; and strengthening the capacity of its staff and volunteers.

Mauritius, well-functioning national societies (allocation CHF 53,260)

This programme aims to support the Mauritius Red Cross to modernise and to comply with an increased number of the characteristics of a well functioning National Society by helping it draw up a strategy and action plan to guide its work, to revise its statutes and to organise a general assembly.

Nigeria, disaster preparedness and response (allocation CHF 138,000)

Building on good progress that has been achieved through earlier Federation assistance, this programme aims to strengthen the Nigeria Red Cross Society's communications, monitoring and reporting through its headquarters and decentralised DP structures, thereby helping it improve the delivery of humanitarian assistance.

Argentina, modernisation plan (allocation CHF 195,300)

This programme will consolidate the process of organisational renewal started by the current leadership. It will focus on a number of steps to increase the efficiency of Argentinean Red Cross governance, management and programmes, and to strengthen the coordinating role of the national headquarters making the relationship with the branches more dynamic and creative in this vast and crisis hit country.

Bolivia, development of branches (allocation CHF 98,600)

The Bolivian Red Cross Society has made good progress in developing its governance and management structures over the last two years. This programme aims to consolidate the organisational process, reinforcing the development of nine departmental branches. This includes the completion of governance and management training in those branches; the promotion of a distance learning programme for communicators; and support for improved branch management, particularly in the areas of financial and volunteer management.

Brazil, organisational development (allocation CHF 50,000)

This grant is intended as specific funding for a larger plan of organisational development work to allow the Society to deal with its integrity issues in the wake of its general assembly and governance changes.

Guatemala, volunteer management (allocation CHF 129,440)

This programme addresses one of the key capacity building focus areas and aims to increase the number and diversity of Guatemala Red Cross volunteers. It builds on the progress made through the earlier Tripartite capacity building pilot project.

Bangladesh, youth & volunteers (allocation CHF 83,700)

This programme fits the criteria of the CBF in terms of its commitment to youth programmes and its support for a key capacity building focus area - volunteer development. The aim of the programme is to reactivate the 150,000 youth and volunteer members of the Society and to develop sustainable activities that will encourage their commitment. This programme is also seen as a welcome move beyond BDRCS's more traditional disaster response role towards a wider capacity building approach to support its volunteers and youth membership. The objectives of the programme focus on upgrading the Society's youth and volunteer policies and on training and remotivating the youth and volunteer membership.

China, organisational development (allocation CHF 106,290)

Following a series of participatory planning workshops, it is planned to organise a major national workshop to discuss a range of OD issues in the context of the changing role of the Red Cross Society of China. The workshop programme will cover leadership skills of RCSC headquarters and provincial branch staff; strategic and operational planning; and strengthening the resource development skills of the Society's staff. It is

foreseen that further training activities on leadership and resource development will be organised later this year.

Papua New Guinea, youth programme (allocation CHF 109,500)

As part of an overall commitment to develop the skills and capacity of the National Society's headquarters and branch staff and volunteers, this programme aims to increase the involvement of the youth membership of the Society. This will be facilitated by the establishment of a Youth Department to work with headquarters and the branches, the development of policy guidelines and procedures to support this work, and training in specific programme areas to enhance community awareness and skills of these young volunteers to work with vulnerable people.

Vietnam, leadership and finance resource development training (allocation CHF 106,740)

The goal of this programme is to strengthen the management and resource development capacity of the Vietnam Red Cross Society, at both the central and provincial levels. The programme will provide leadership and management training to key staff to enhance their skills and ability to lead / manage staff and volunteers. It will also provide training and support in the key focus area of fundraising and resource development, increasing the potential of better self-sustainability for the Society's programmes. This is a particularly important area for VNRCS as it is experiencing under-funding for its proposed programme and has identified this as a key need.

Belarus, capacity building (allocation CHF 68,950)

During the last year the Belarus Red Cross has gone through an important change process, including the setting up of a new Youth Department at headquarters. Donor support is limited for this Society and the CBF will allow the BRC to strengthen its capacity against the yardstick of a well functioning National Society. Specifically, the programme will provide training and other support to strengthen management, governance and human resources in headquarters and the branches and will help to develop strategic planning skills, to enable the Society to produce a Strategic Plan and Action Plan by the end of 2002. It will also facilitate a better representation and integration of the youth membership and the volunteers in programme design and implementation.

Central Asia, organisational development (allocation CHF 95,500)

There has been a solid overall organisational development process underway in Central Asia in 2000/1 to build the five National Societies in the region into independent, relevant and financially viable Societies. Based on an extensive review of the strengths and weaknesses of the five Societies, this programme seeks to build on those recommendations and develop a wider OD process which will enable learning in the region and in other parts of the world. The programme will support a participatory strategic planning process and branch vulnerability assessments in the five National Societies, through the provision of training, guidelines and advice. It will also look at innovative ways for the Societies to work with their local communities in the core areas and case studies will be drawn in order to share lessons in this new area of work. In addition, the programme will identify innovative ways to increase and diversify resource mobilisation capacity to establish a more sustainable financial basis for the five Societies and will support the improvement of practice in terms of their management of volunteers and their new youth members.

Ukraine, information network for financial services (allocation CHF 89,900)

The aim of this programme is to strengthen the Ukraine Red Cross Society's capacity in terms of its financial services at branch level. This includes the setting up of a computer network and information system to connect headquarters with the regional branch finance departments. A training programme will also be established to ensure that the installation of this new system is well supported and the finance staff at all levels are enabled to provide more efficient financial management and reporting. This new system will also facilitate better coordination and information exchange on programme management. This builds on earlier work carried out by a PNS in this area.

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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. 01.62/2002		PLEDGES RECEIVED				25.06.2002
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				4'000'000		TOTAL COVERAGE 15.8%
BRITISH - RC		15'000	GBP	35'723	12.03.2002	
BRITISH GVT/DFID				400'000	27.03.2002	
FINNISH - GOVT/RC		134'400	EUR	196'694	26.02.2002	
SUB/TOTAL RECEIVED IN CASH				632'417	CHF	15.8%
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	