

# 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

14 October 2002

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*Appeal No. 01.62/2002*

*Appeal Target: CHF 4,000,000*

*Beneficiaries/target groups (if available): N/A*

*Programme Update No. 2; Period covered: January to September 2002; Last Programme Update (no. 1) issued 26 June 2002*

### IN BRIEF

*Appeal coverage: 54.3%*

*Related Appeals: N/A*

*Outstanding needs: CHF 1,828,196*

### **Background**

The goal of the Capacity Building Fund (CBF) is to build sustainable capacity among national societies, particularly forgotten ones, to enable them to make a difference to the lives of vulnerable people. The Fund builds on the Federation's experience of capacity building and provides flexible funding in key areas, such as: governance; management; leadership; planning (at both strategic and programme levels); branch development; volunteer management; communications; and financial resource development. Programmes were selected according to the CBF criteria agreed with the Tripartite Advisory Group (TAG) of donor governments and national societies. These criteria are as follows:

- Support "forgotten" national societies, especially those in countries of high vulnerability;
- Support innovative capacity building programmes in key focus areas;
- Address integrity issues;
- Support increased civil society networking.

This programme update covers the implementation during period January to June 2002 of the 20 programmes totalling CHF 2.1 million supported by the first round of allocations under the CBF in 2002. There are 17 programmes that support country level capacity building and a further three that support regional programmes, which cover a further 12 national societies. Five of the programmes have continued for a second year from 2001 and provide interesting lessons in terms of capacity building achievements and challenges.

A second round of allocations was made in July 2002. This covered a further 19 programmes for a total value of CHF 1.9 million. The next programme update will give an overview of these programmes.

### **Progress in the funded programmes**

The first part of this report looks at progress on the five programmes that received continued funding for a second year in 2002 and the achievements and challenges over that longer-term support. The second part outlines, by region, progress on programmes started in the first quarter of 2002. More detailed individual reports are available for each of the projects.

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

Over recent years, the CRC has been working with the Federation's regional delegation in Santo Domingo to strengthen its organisational capacity and develop its provincial branches. A key achievement of the period was the finalisation of the National Development Plan (NDP) approval and its dissemination at provincial level. This provides a solid basis for the development of future programming to assist vulnerable groups. For 2002, the CBF-funded programme was re-designed to focus more on human resource development, promotion of the national society image and refurbishment of branch structures. Branch capacity was enhanced through the provision of materials and IT equipment to five provincial and 26 municipal branches and through the provision of technical skills training in core branch activities, such as DP, water safety, youth and communications. 2002 also saw a new element added to the programme – the introduction of the successful long distance education programme in communications (based on the C.American model). This focuses on building branch level communications capacity to deal with disasters, in order to improve overall national society co-ordination, internal communications and profile. The CRC sees its promotion of branch development as key to its institutional strength and, in future, will focus more detailed support on fewer targeted branches at a time to ensure maximum impact. A key challenge will be to maintain national society commitment to longer-term organisational development processes (NDP, CAS etc.), especially through times of crisis.

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

After its integrity problems of the mid-1990s, the SLRCS has made good progress in recent years in its organisational development. Following adoption of its new Constitution in 2001, the CBF-funded programme has provided impetus in the areas of human resource management, branch development and resource mobilisation. Progress continued into 2002 and on the HR front, included:- recruitment of new HR and volunteer managers and branch HR focal points; finalisation of a Training & Development Plan; introduction of a job rotation scheme; translation/implementation of the regional HR manual; and development of a database to match staff/volunteer skills to tasks. A branch development review in June, also consolidated learning from last year's work on the Branch Development Officer role and agreed a strategy for 2002/3, which will formalise the BDO role in areas such as planning, monitoring/reporting, financial management and HR development.

The 2002 CBF funding has supported pilot work in local resource development. At national level, a senior Fundraising/Communications Director has been appointed to develop a co-ordinated fundraising strategy. Fundraising training has been incorporated in all national society courses and new "income generating" guidelines have been provided to programme managers. The national society has also placed its first appeal in national newspapers, has computerised records for all new members and is planning meetings with the corporate sector to raise funds for the current drought. At branch level, the new Constitution supports the separation of governance and management, and has enabled the introduction of Branch Executive Officers, with responsibility for local resource mobilisation. Three of the branches supported last year have initiated income generation programmes and the SLRCS has succeeded in changing its profile and resource base. For example, national society membership has risen from 13,000 (2001) to 128,000 (2002) and there is new interest from partners in the humanitarian and corporate world.

- **Yemen, branch development and micro-projects (CHF 200,000)**

One of the Federation's five priority countries, Yemen suffers from a host of poverty and vulnerability related problems. Recent privatisation by government has left large groups of the population (e.g. returnees) particularly vulnerable. In addressing these needs, the YRCS has, with support from the new country-level delegate posted in April, finally agreed its Five-Year Strategic Plan and set up a sub-committee to identify priorities and a plan of action for the remainder of this year. However, since then progress has been slow, as the national society has been dealing with governance elections and a limited staff capacity at headquarters and branch level. The new delegate has also needed time to familiarise himself with the difficult situation in-country. It is planned that an orientation session will be run for the newly elected board members and training provided to improve the YRCS' financial/administrative processes and co-ordination between headquarters and the branches. Also, as the plan of action prioritises branch development and the

micro-projects for returnees in Hejja and Hoidedeh provinces (see last report), work will be done to review beneficiary needs in these two areas, build vital branch/beneficiary participation and establish links with other organisations working in the area. The CBF committee will revise funding allocated to this programme to ensure it is in line with the speed and scale of programme implementation.

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

The Regional Co-operation & Development Programme was designed to build capacity and knowledge sharing between three national societies (Armenia, Azerbaijan and Georgia) in health, DP, community development and information. An evaluation of the programme highlighted lessons from 2001, including the need to use this regional co-operation to address common problems around governance & management and integrity, to extend co-operation to wider organisational development areas (e.g. youth), and to move from knowledge sharing towards concrete follow-up activities. These lessons informed plans for accelerated regional co-operation in 2002, building on exchanges started in 2001. The programme progressed well for the first quarter. Regional co-ordinators were appointed and regional training sessions/meetings were held in each programme area to agree joint action plans for the year:- health & first aid (March); emergency management and basic DP (January & March, agreeing “Fundamental Principles in DP/DR” and a common glossary of terms); community development (March); and information (February, producing a pilot regional newsletter, “Caucasus Highlights”). A first regional youth meeting was also held in March to exchange ideas for future co-operation. However, the action plans were all suspended in April because of the ongoing integrity problems in Georgia Red Cross and the resumption of tensions between Azerbaijan and Armenia. The basic links between the core programme staff in each national society have been well established and it is hoped that some level of co-operation will be able to be resumed later this year. If not, a revised programme proposal will be submitted in the second half of 2002.

• **Central America, regional communications capacity building (CHF 107,500)**

This programme has supported the development of communications functions and networks in four national societies in C.America – Costa Rica, El Salvador, Nicaragua and Panama. The programme made significant progress in 2001, building communications within and between headquarters and branches. In 2002, the programme has become a more integral part of planned capacity building in the region and extended to a further three branches/provinces in each national society. Target branches have been selected, workplans set for the second half of 2002 and dedicated communicators appointed. Training has been provided to national society communicators in writing techniques and disasters (Nicaragua), establishing a media database (Costa Rica/Nicaragua/ Panama), and fundraising/internal communications (Costa Rica). The communicators are also involved in supporting branch activities particularly around emergency response, securing local radio spots (Nicaragua/Panama), organising press conferences (Panama), collecting information and providing interviews (Costa Rica), and maintaining regional/ national web sites. In Nicaragua, branch communicators have been at the heart of the national strategic plan and change process.

A key challenge for the programme will be to maintain motivation at branch level and to generate sufficient information for the web and media requirements. This will need a continued transfer of skills and knowledge to the body of communicators to sustain their interest and commitment. Panama Red Cross has already created branch workplans to address this and work has started to reactivate the programme in El Salvador. However, the model has proved successful in terms of building communication, branch/headquarters co-ordination and volunteer motivation within these national societies and the enthusiasm engendered by it has led to plans to replicate it in Guatemala, the Caribbean (Cuba) and S.America (Bolivia).

## **AFRICA**

• **Chad, branch development and implementation of the NDP (CHF 102,870)**

Chad Red Cross has drawn up its first three-year Development Plan covering five programmes: OD; community health; training in first aid & DP; youth, women & development; and information. Following the CBF allocation, the Federation’s Yaounde regional delegation signed a contract with CRC to support implementation of this Plan, with a focus on strategic planning and management at headquarters and six target branches. The Secretary General and Director of Organisational Development have, to date, visited three of the six regional committees and discussed preparations and volunteer mobilisation for the upcoming rainy season. Future training and awareness raising sessions around CBFA and HIV were also discussed. This is a major

step in a country the size of Chad and has helped to improve communications between headquarters and branches. Material support has been provided to assist with the start up of the programme, and the national society has been helped to review its statutes in preparation for its General Assembly.

- **Comores, governance and management support (CHF 111,540)**

Split between three islands, Comores is experiencing ethnic problems and political instability between the federal and island governments. The national society is trying to maintain unity between the regional committees on each island, however wider political tensions have already delayed planned General/Regional Assemblies. The CRC is one of two unrecognised national societies in Africa. The CBF funding has therefore come at an important time to support CRC to build a unified Society and to help integrate them into it wider Federation, through supporting training in good governance and management practices. During the first phase of the programme, the national society has worked with the regional OD delegate to prepare training for each island committee, due to be held in August/September. An introduction to PCM will also be provided and plans discussed for further training around volunteer recruitment and management later in the year. This support for the relatively strong regional branches and volunteers is timely and will help them to be more effective in their response to local disasters, such as the recent cholera epidemic. Participants will be expected to cascade training down to local level. The regional delegation is also supporting the revision of the national society's Strategic Plan and preparation of draft statutes for the General Assembly, but computer and email problems have delayed this. A small amount of funding has been put aside to solve these communications problems.

- **Mauritius, support towards becoming a well-functioning national society (CHF 53,260)**

The national society is recognised as an important player in first aid and youth activities, but needs to update its image and position itself better in the fast evolving civil society. The main result of the CBF programme has been the increased dialogue between the MRC and the regional delegation and the national society's increasing involvement in regional initiatives. New governance and management methods are being slowly introduced and the CBF is supporting a major strategic planning process, which will begin in the second half of the year and which will draft an Action Plan. Support will be provided to tackle sensitive governance issues, such as the rotation of long-established members and to prepare for a General Assembly. To date the Federation's Guidelines on Governance and national society Statutes have been distributed and discussed with senior governance to prepare for this process. A first draft of the revised national society Statutes are currently under preparation and governance training will be provided if required.

- **Nigeria, strengthening decentralised DP and response (CHF 138,000)**

Over the last three years the NRCS has been supporting the establishment of emergency teams in 18 branches to strengthen the national society's capacity to respond to local crises. The national society's effective response to recent emergencies (communal violence, floods, a pipeline explosion and a bomb in Lagos) has raised the national society's profile with the government and the public. However, this has also raised pressure on the national society to respond and highlighted the need for an effective national DP/Contingency Plan, that is harmonised with government plans at national, regional and branch levels. The CBF funding is supporting the development of decentralised disaster preparedness and response in the branches and improved co-ordination with Government, the Federation and the ICRC around disaster/conflict management. In July, the NRCS held a contingency planning workshop for 18 branch and six zonal DP officers. Government representatives attended the session and the Federation, ICRC and Ghanaian Red Cross provided additional input. The workshop identified the five main hazards facing Nigeria and drafted a contingency plan detailing national society capacity to respond to each. An additional session to provide zonal officers with the necessary training in planning, monitoring and reporting was postponed but, in the interim, the officers met with branch committees to begin the selection and training of the emergency teams. MoUs have been signed to confirm commitment by and to branches and steps have been initiated to improve communications between headquarters, zonal offices and branches (e.g. telephone lines have been installed and computer training provided)

## AMERICAS

- **Argentina, modernisation plan (CHF 195,300)**

The goal of this programme is to consolidate the process of organisational renewal in the ARC. CBF funding, followed by the launch of an emergency appeal for the social crisis, has allowed the ARC to initiate a modernisation process and implement major changes. The programme focuses on four main areas. The first is strengthening the co-ordination role of headquarters and developing contact with branches. A national commission has been appointed to revise the national society's draft Statutes and new "zonal" divisions have been set up to bring the regions and headquarters closer together. National staff have been appointed to "monitor" the development process in each zone and four process monitors have been hired in the regions to each co-ordinate work in seven branches. Monitoring visits have started and are already building links between headquarters and the regions. The second area is the provision of training to improve governance and management at all levels. Workshops have been designed and trainers appointed to take this forward. Thirdly, CBF funding is supporting the drafting of a national development plan to encourage the development of targeted programmes within Strategy 2010. A project officer has been appointed and this process will start in the third quarter. Around 35 proposals have already been received from branches to feed into this. Finally, the fourth area is enhancing public image and human/material resources. A Communications & Marketing Manager and a Volunteer Manager have both been hired and training is already being designed for both volunteers and branch managers. The successful distance education programme for communicators pioneered in C.America will also be initiated to support branch development and stimulate closer headquarters/branch communications. Steps are being taken to ensure the ARC's National Council remains involved in this change process and co-ordination is maintained between the programme elements.

- **Bolivia, branch development (CHF 98,600)**

This project builds on previous organisational development work with BRC branches. CBF funds are supporting the modernisation of systems and the strengthening of governance/ management in nine branches. To date, orientation training has been provided for governance, annual branch operational plans and local community development plans have been started, and branch level trainers have begun training in project planning/LFA. The model of the distance education programme for communicators is also being introduced to improve communications across the national society. A good deal of support has gone into setting up IT equipment/software to provide all branches with internet/email connectivity and to establish systems to manage work in areas, such as volunteer services (part of the strategy to develop volunteer management), local financial resource development, integrated administration, accounting and reporting. Training has been provided in each of these areas. Overall, the project has succeeded in building on existing capacity and is stimulating branch staff and volunteers in their work and sense of being part of a team. The new systems will also ensure greater co-ordination and continuity for the future work of the national society.

- **Brazil, national society renewal and recovery (CHF 50,000)**

Over the past 10 years the BRC has experienced an internal crisis and deterioration of its image and financial support. In December 2001, a new governing board was elected and the national society agreed to take forward a "normalisation" process. The CBF grant supports this, as does the posting of an in-country OD delegate. A commission has been appointed to revise the national society's statutes and a training programme set up to train headquarters/branch governance in Movement policies and organisational methodologies. Both the draft statutes and the training programme will be delivered in September/October. However, work on a NDP has been delayed until early 2003, to allow for an assessment of branch activities/capacity and to build branch involvement in the process. It is planned to hold a meeting with branch Presidents in August to launch a joint strategy and training programme to take this forward. The delegate is also working with national society management to establish strategies and objectives for all programme areas and a resource development commission has been set up to develop a work-plan for fundraising and volunteering. Work has also been initiated on a web page to raise the public image of the national society. However, implementation of this programme is being affected by the major fiscal, legal and financial problems that still face the national society and by a lack of funding for the overall process. The BRC headquarters will need to tackle some of these issues more head-on and establish focal persons to progress this work in the coming months.

- **Guatemala, improving volunteer management (CHF 129,440)**

Implementation of the CBF funded programme was delayed while the national society completed the revision of its statutes and its NDP, however, the delay was justified as the new statutes include a detailed section on the rights/obligations of volunteers and the NDP includes volunteering as a priority. To date, a National Director of Volunteering has been selected and will take forward work to rehabilitate training facilities at

headquarters and in the regions. A staff on loan from Mexican Red Cross is assisting with this. The GRC is seeking to integrate the different volunteering units in headquarters and to bring training under this volunteer department, with standardised training courses/qualifications. It is hoped that the new facilities and the planned national training programme will attract volunteers from across the country and will improve diversification of the national society's volunteer base, as per the new statutes. Plans for multi-lingual training e.g. in first aid will help this. A register or database will also be set up to help manage volunteers and contact has been made with Honduras Red Cross to learn from their experience. Currently, however, the programme is being affected by instability in the national society and by leadership elections due in October, and the delegation/PNS are attempting to maintain the stability and momentum of this capacity building process.

## **ASIA PACIFIC**

- **Bangladesh, youth and volunteer development (CHF 83,700)**

BDRCS nominally has 150,000 youth and volunteer members, however, in reality, less than 50% are actively engaged in activities. The objective of this programme is to support the national society to build the capacity of its members and to develop sustainable activities that will activate youth and volunteer commitment to BDRCS. The aim is to develop programmes involving youth volunteers and a two day workshop was held for youth leaders from 20 out of the 68 branches, to review the current youth programme and reformulate the national youth policy. A separate youth department was established in April and a new Youth Director appointed, with salary support provided for this post and two youth co-ordinators. The branches have been selected and have participated in two basic training courses for youth members. In addition, a range of youth-centred events were carried out on world Red Cross and Red Crescent Day, to disseminate the Fundamental Principles. These included a youth rally, a cultural competition, a blood collection programme and a fundraising/membership drive. Youth volunteers also participated in the launch of the HIV anti-stigma campaign. Although the initial launch of the programme was delayed due to other commitments, the workplan was revised and work is now on schedule for completion on target.

- **China, leadership and resource development training (CHF 106,290)**

Since starting to reposition itself as a civil society organisation independent of government, the RCSC has experienced a high turnover of staff, with around a third of the 180 officers new in post. The national society therefore needs to build the knowledge and skills of this new leadership at headquarters and branch levels and to support them to address revenue generation and sustainability for future programmes. The CBF funding has supported preparations for a major annual workshop - one component of a broader, 3-year leadership and resource development programme. The RCSC has designed an appropriate leadership training module aimed primarily at improving Red Cross knowledge and enhancing skills in community based services and emergency response. The training will take place after the annual flood season in September and will take a more inter-active approach to training. 186 staff from headquarters and 34 provincial branches will receive training on the Movement, governance & management, RCSC law & management, S2010 and the CWFNS. There will be a special focus on resource generation and on drawing up a resource development strategy and operational plan. The event is a unique opportunity to bring together provincial leaders to discuss the national society's strategic directions. It will become an annual event and the full impact will only be seen in the longer-term.

- **Papua New Guinea, youth development (CHF 109,500)**

The youth programme is a new addition to PNGRC's core programmes in 2002. Its aim is to instil respect for humanitarian values and a sense of service in potentially disaffected young people. Initially, work has been carried out to strengthen the capacity of the national society's youth department. A comprehensive new youth policy has been approved, a youth officer appointed and a training manual drafted. A pilot programme has been set up, targeted at schools in the first instance and run in co-ordination with the National Department of Education and the National Youth Commission. To date, 10 branch co-ordinators and 32 volunteers (teachers/student leaders from 17 schools) have been trained in Red Cross approaches. Three youth workshops have also been held to disseminate the principles & values of the Red Cross and Red Crescent. These have covered nine schools and 360 youth members out of a target of 40 schools and 2,000 youth members. During this first phase, some important lessons have already been learned and changes made to the programme. For example, some branch youth co-ordinators were found to be less proactive, so teachers/student leaders have now been identified and trained, who will take forward this programme directly in their own schools. This has proved more successful during the last two workshops, but will be closely monitored in future.

- **Vietnam, organisational and finance resource development (CHF 106,740)**

After a phase of rapid development, the VNRC finalised its new five-year plan in late 2001. The plan outlined the national society's commitment to capacity building/OD and highlighted a number of key challenges around funding sustainability, management capacity, co-ordination, planning and reporting. The CBF funded programme forms an integral part of the plan to address these challenges, providing support to train national society leadership/management in effective programme management and in finance resource development to access the necessary resources. The first phase of the programme has focused on prioritising staff training needs at national, provincial and district level and on preparing detailed plans to deliver this. Three areas covered include:- a survey of the need for finance development training at provincial level (to inform a training plan/manual); preparations for a communications strategy workshop; and plans for gender training to support the new Committee for Women's Advancement. Induction training will also be given to the new Secretary General and to senior managers to build leadership capacity. In the area of resource mobilisation, work was delayed because of internal procedures. VNRC has however finalised a plan to compile material and start training key staff at both central and provincial levels from September. The delegation has provided copies of Federation resource development materials/training modules to help take this forward. The limited funding received this year for other OD programmes has been positive as well as negative, forcing the VNRC to review its OD planning/budgets and work in a more participatory manner to prioritise its OD work.

## EUROPE

- **Belarus, strengthening management, governance and planning (CHF 68,950)**

Following the Red Cross and Red Crescent conference in Kiev in 2001, an important interest in change was triggered in the BRC. CBF funding has enabled the national society to take the first steps in turning that interest into practice. The delegation has supported the BRC to agree/translate a targeted training programme for key staff in headquarters and the branches. So far, two of the planned four workshops have been held. Training covered governance/management, organisational culture, strategic planning, fundraising and volunteering. Importantly, these workshops have been followed by individual coaching sessions with the President and senior managers. A third workshop was held to introduce the VCA process and a member of the national society's "implementation team" received further training and will act as a future resource person for VCA. Initial results from the VCA and governance workshops (the self-assessment and SWOT analyses) are informing initial work to draft a new national development plan. The training has motivated national society participants, being seen as a first forum for open discussion and as accelerating the change process. Tools were produced in Russian to reinforce the lessons learned and implementation plans were agreed for the next 6 – 12 months. These will be distributed across the national society. However, traditional attitudes are well embedded in the national society and it will take time and effort to get BRC leadership to accept and implement the new approaches across the national society. Serious funding limitations and staff reductions also threaten national society capacity to take forward wider organisational changes.

- **Central Asia, innovation and learning in OD (CHF 95,500)**

This project builds on two major participatory reviews carried out in the region in 2000/1 – the regional CAS and the OD review. Both identified priorities for national society development over the next 3/5 years and these are being taken forward by the national societies themselves, using local or international resources and support from the regional delegation. The programme targets three key areas:- strengthening national society capacity to implement relevant programmes; supporting innovative ways to increase national society resource mobilisation capacity; and improving national society practice in volunteer and youth management. The first area saw the most progress during the period. All central Asian national societies completed their strategic plans and leadership training held in Uzbekistan and Tajikistan helped to develop tailored management training for the region. Key changes to national society statutes/structures and governance/management issues were tackled during a regional leadership workshop and a small fund was set up to support branch projects in each country. In the area of resource mobilisation, a representative of Cambodian Red Cross attended a regional development meeting to share best practice on local fundraising. This provided valuable insights for the focal persons in each national society. In addition, the fundraising officer from the Kyrgyzstan Red Crescent will attend international training and will become the regional resource person for fundraising training. And finally, in the area of volunteer and youth management, an annual meeting took place in June for national societies to share best practice and set priorities. The Tajikistan Red Crescent has produced a volunteer management manual to support branch training and the other national societies expressed interest in

using this. Overall, the programme is progressing well and, although it will take time for national societies fully take ownership of their own OD/capacity building, there are already interesting lessons to learn.

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

Similarly to Belarus, the Kiev Conference focused the URC on the need for organisational change (particularly within governance/management, funding diversity, and volunteer/youth participation) and encouraged URC to draw up a new NDP for 2002/4. Within this plan, the CBF-funded programme targets the improvement of financial management, aiming to build on the earlier support from Netherlands Red Cross and to build capacity and donor confidence. An IT needs analysis was carried out across all branches and appropriately configured computer equipment/software was installed in 13 regional committees and the national finance department. A standard accounting system was put in place and training provided through the first of three planned workshops. This was also an opportunity to provide training and written materials on other related areas such as governance/management, strategic planning, fundraising and wider accountancy standards. Following this experience, it has been decided to move from broad regional training events to directly funding the regional committees to provide training in the workplace. The URC is also monitoring the use of the new system and has already seen improvements in the financial information received and in the skills of the personnel involved in training. The level of communication between headquarters and the regional committees has also improved. This is the first phase of the planned network and the URC would like to install the system in the remaining 50% of regional committees. However, funding is limited and URC now needs to find the support to implement its wider programme and to maintain other core activities.

## Conclusions

### Capacity building achievements and lessons

Some of the issues coming out of the lessons learned during the first six months include:

- It is notable that capacity building work across the 20 programmes focuses in particular on support for objectives related to the development/revision of statutes, governance and management, branch development, volunteer management and finance resource development. Even when funding is targeted at other areas, most projects acknowledge that these key OD functions are crucial to the success of wider capacity building programmes. Without a sound foundation, management or resources, the other work may not be able to progress. Fundraising and resource development, in particular, is increasingly seen as a priority area by national societies seeking to make their programming less dependent and more sustainable.
- The range of programmes this year is far wider, reflecting the main thrust of the Federation approach to ensure that capacity building does have a clear link to programming and the national society's ability to provide more timely and effective services to vulnerable people. Despite the first point above, the support to core OD areas is also usually seen as part of a wider, longer-term approach to capacity building. In a number of the programmes, support for branch or volunteer development is particularly linked to the provision of emergency response, health care or information, to ensure that these programmes are grounded in reality.
- Decentralised capacity building – that is building volunteer skills and networks at branch level – is a major focus for a number of the programmes. It is increasingly evident to national societies that they need to establish their capacity at grass roots level and that this needs to be linked into national society headquarters networks. This can be seen in those programmes specifically aimed at building links with branches (Argentina, Ukraine) and in others that are programme focused (Nigeria DP).
- As part of the above point, communications and connectivity between headquarters and branches has been an important element. The success of the long distance education programme for communicators and its replication across the Americas (Argentina, Bolivia, Cuba and Guatemala) has to be seen as an important lesson from the CBF support granted in 2001.
- In those programmes that have been supported by the CBF for a second year, it is often mentioned that it is difficult to maintain internal national society commitment and momentum for ongoing core OD and capacity building work over a longer period. It has proved essential to maintain activities or provide follow up at branch/volunteer level, to sustain the programme. However, this throws up challenges in terms of phasing down support versus maintaining or extending programmes to new target groups. In some situations, it may also be difficult to maintain programmes due to specific internal conditions in the country/national society (Caucasus, Yemen, Brazil, Guatemala) and the Fund will need to monitor the situations and revise support accordingly. national society commitment and motivation are certainly crucial

to the whole process (as is sound Federation OD support), as can be seen in the dynamic capacity building work in Sri Lanka Red Crescent.

- Among these longer-term programmes there is also recognition of the need to move from knowledge sharing or training to more concrete activities to build skills and sustainable capacity on the ground. This was highlighted in the evaluation of the Caucasus regional co-operation programme, but has a resonance for other programmes.

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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				14.10.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT	
<b>CASH</b>							<b>TOTAL COVERAGE</b>
REQUESTED IN APPEAL CHF ----->				<b>4'000'000</b>		<b>54.3%</b>	
AUSTRIAN - RC		35'000	EUR	51'443	14.08.2002		
BRITISH - RC		15'000	GBP	35'723	12.03.2002		
BRITISH GVT/DFID				400'000	27.03.2002		
BRITISH GVT/DFID				600'000	07.08.2002		
BRITISH - RC		15'000	GBP	34'991	02.10.2002		
FINNISH - GOVT/RC		134'400	EUR	196'694	26.02.2002		
NEEDS				508'325	01.07.2002		
SPANISH - RC		180'000	EUR	263'628	30.08.2002		
SWEDEN - GOVT		500'000	SEK	81'000	10.07.2002		
SUB/TOTAL RECEIVED IN CASH				2'171'804	CHF	54.3%	
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>							
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT	
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%	
<b>ADDITIONAL TO APPEAL BUDGET</b>							
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT	
SUB/TOTAL RECEIVED				0	CHF		