

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

20 December 2002

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 01.62/2002

Appeal Target CHF 4,000,000

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

Programme Update: No. 3

Period covered: June to November 2002, Last Programme Update (no. 2) issued 14 October 2002

IN BRIEF

Appeal coverage: 57.3%

Related Appeals: N/A

Outstanding needs: see appeal 01.101/2003)

Summary: The Capacity Building Fund (CBF) continues to meet its strategic objectives, and the Federation encourages donors to continue their support to this important programme with contributions to the 2003 CBF (01.101/2003)

Background w

This Programme Update provides information on the programmes funded by the second round of allocations made by the Capacity Building Fund (CBF) in June of this year (see Programme Update N° 2 for details of programmes supported in the first round). The aim of this second round is to support programmes that meet the CBF criteria and are considered priorities by the regional departments but have been unable to access funding through normal channels in the first part of the year.

This Update thus gives a brief overview of each of the 19 programmes that received support totalling CHF 1.9 million, the reasons for their selection and a brief outline of their objectives and expected results.

Programmes are selected by the Federation's CBF Committee according to the following criteria:

- 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.

Under the second criterion, the Fund seeks to support those programmes that are within specific capacity building focus areas: governance; management; leadership; planning (at both strategic and programme levels);

branch development; volunteer management; communications; and financial resource development. Also, during this second round of allocations for 2002, priority was given to country level programmes, unless regional programmes could demonstrate targeted capacity building support in favour of individual National Societies.

In October, the Tripartite Advisory Group (TAG) held its annual meeting. The TAG is a group of donor country National Society and government representatives that have been active in providing policy guidance to the Federation's capacity building work and are also the main supporters of the CBF. The Group has expanded its membership this year and now consists of Canada, Finland, Norway, Sweden and the United Kingdom. Spain and the United States also attended this meeting and are actively considering becoming members.

TAG members reviewed the progress of the Fund and made a number of recommendations for its future direction. These included the need for CBF-supported programmes to demonstrate a more distinct identity and be used for analyzing Red Cross and Red Crescent capacity building experience and developing appropriate learning and case studies. It was also suggested that the Fund should not become over-extended and should stay at around its present size of CHF 4 - 5 million for the next two to three years, and that the experience then be evaluated.

Progress in the funded programmes w

AFRICA

Central African Republic, Restructuring the National Society (CHF 82,370)

Support was provided to the Central African Republic Red Cross Society (CARRCS) because within the often neglected Central African context, it was one of two Societies that had shown a level of commitment to change and capacity building (the other, Chad Red Cross, was supported in the first round of CBF grants in 2002). In addition, the regional delegation was well positioned to support the planned organisational development programme and had established an agreement with CARRCS outlining respective roles and responsibilities, monitoring arrangements and provisions should the Society fail to comply with the programme.

CARRCS is at an important stage in its development. It has some capacity in terms of its volunteer base in first aid, however, recent governance and management changes have weakened it as an institution. The programme focuses on four objectives: to improve the Society's legal base and promote good governance; to support the restructuring of its HQ (including recruitment of a new secretary general) and prepare a development plan; to promote access to local financial resources; and to develop two branches, particularly with regard to volunteer management and projects with young people and women.

Kenya, Financial Management Development (CHF 86,980)

The Kenya Red Cross Society (KRCS) is rebuilding itself following a period of poor management and has been unsupported in a number of key capacity building areas. The new leadership (in place since early 2001) has demonstrated a commitment to change and the Society has some inherent capacity on which to build. This programme is well positioned to draw on the experience and tools already gained by the Federation from working with Uganda Red Cross on a similar programme.

It has three objectives: to develop effective procedures and train KRCS programme managers accordingly; to reorganise the Finance Department; and to develop a computerised accounts and management information system that will provide quality information.

Tanzania, Finance Development (CHF 97,810)

Over recent years the Tanzania Red Cross Society (TRCS) has been heavily involved in its response to major refugee crises and development work has been neglected, leading to a reduction in donor support. The TRCS has identified financial management as a priority to build a more sustainable capacity (it is currently dependent on the delegation for this function) and has seen how it can draw on the experience in the region to develop this. The Society has shown its commitment and has set up a working group to build on previous work (evaluations, consultants' recommendations and preparatory research into suitable software). There is a Federation finance development delegate in place to support this important change.

The programme will support the procurement and installation of a customised accounting/management information system, and will ensure follow up in terms of training for all finance managers at HQ and the field and the production and dissemination of a financial procedures manual. By mid 2003, systems will be in place and tested and the relevant trainers ready to cascade training to branches across the country. From then, financial management and reporting on Federation programmes will start to be handed over to TRCS.

West Africa, Regional Co-operation (CHF 83,500)

The CBF policy is to focus on country level capacity building programmes, with regional programmes only receiving support if they can show targeted capacity building to individual National Societies. The CBF selection committee thus debated the inclusion of this programme, which aims to build regional cooperation between all the Societies in West Africa, particularly as earlier attempts to build a “regional structure” had proved unsustainable. However, the approach taken this time was seen as being more innovative, focusing on both cross-cutting sub-regional and technical sectoral groups. This is in line with the Secretariat’s approach to enable national societies to set their own capacity building agenda. The programme was therefore accepted but will be carefully monitored during the first year.

Its aim is to empower National Societies to work together to identify common needs, regional solutions, and local expertise. It supports decentralisation of the development process to three sub-regional groups (Lome, Praia and Sahel) and three technical groups (health, disaster management and development). These groups will assess national societies need for support, contribute to their development planning, follow up on programming and exchange information/experience. Knowledge and resources will be shared within and between groups, with contact maintained between the formal six-monthly meetings. Clear terms of reference have been set up for each group and how they will interact with each other. Progress will be monitored to ensure that the required motivation, technical expertise and technology are in place to support the achievement of programme goals.

Zambia, Recovery Plan (CHF 166,500)

This programme falls within the specific CBF criterion of assisting National Societies to deal with integrity issues. It supports the Zambia Red Cross Society (ZRCS) recovery plan, based on the recommendations of a Federation organisational review held in 2001 and subsequent consultancy work carried out by KPMG, who were hired to help ZRCS bring about significant and sustainable changes.

The CBF funding will support the new ZRCS Board to take forward the finalisation and implementation of this plan. The plan focuses on a revision of the present constitution to separate more clearly the roles and responsibilities of governance and management. It supports the new Board to rebuild the NS’s credibility with key stakeholders and to improve the NS’s structure, systems (particularly financial accountability) and service delivery. A strategic review meeting and workshops with ZRCS headquarters and branches are planned to assist with the implementation of the recovery plan and to build further ownership of the process.

AMERICAS

Caribbean Region, Capacity Building of English Speaking national societies (CHF 110,000)

This regional programme was selected because it provides targeted support to five National Societies and two British Red Cross overseas branches. In a region like the Caribbean it is difficult to provide direct support to the large number of diverse and small Societies, so regional cooperation and peer support is a practical strategy to optimise human and material resources. The programme builds on the work done by national societies to develop a consultative regional CAS, which calls for common approaches in planning, programme management and governance to support enhanced service delivery.

There are three specific objectives within the programme: the completion of national development plans to support longer-term programming; the renewal of statutes as a prerequisite to modernisation; and the strengthening of regional co-operation through support to the Caribbean Co-operation of the Red Cross (CCORC), which represents the Caribbean national societies. Support to the CCORC is an important element, as the programme is dependent on the commitment of the national societies’ governance and the CCORC role will be to build ownership of the process and monitor the implementation of the CAS.

Colombia, Capacity Building in Disaster Preparedness (CHF 90,500)

In selecting this programme (and a similar programme in Ecuador), the CBF committee recognised the importance of ensuring that capacity building is linked to programmes and service delivery. Through building capacity in disaster preparedness, this programme picks up on an innovative integrated capacity building approach piloted elsewhere in the region and builds on previous work in the country. Lessons learned from this programme will therefore be shared with Ecuador.

The programme itself focuses on strengthening four branches to enhance their capacity to work with vulnerable communities, and includes core training in a number of areas:- participatory methodologies; needs analysis; community organisation; project planning and management; and volunteer recruitment/management. The programme also aims to build partnerships between the branches and local government/organisations and will strengthen local communities' capacity to respond to disasters through local preparedness committees.

Ecuador, Capacity Building in Disaster Preparedness (CHF 90,500)

This is a similar project to that outlined for Colombia and part of a wider innovative approach to integrated capacity building at community level being implemented in a number of countries in South America

Haiti, Capacity Building/Organisational Development (CHF 185,000)

The proposal for the Haiti Red Cross Society (HRCS) met a number of the CBF criteria. Haiti is the poorest and most vulnerable country in the Americas and the NS has been forgotten or subject to erratic support from the Movement for some time. HRCS is now a priority for the Federation and the new President has indicated an interest in change and has re-started the national development plan process. The Society has a number of strengths, such as its active, skilled volunteer base, however, it faces a number of challenges and its infrastructure and systems are obsolete and the proposal aims to address these areas. In addition, the CBF support is timely as it builds on renewed interest in Haiti from other Movement partners and will be supported by an in-country OD delegate.

The first objective of the programme is core OD work, supporting strategic planning work to finalise the national development plan (and an inclusive CAS), the revision of HRCS's statutes, and the provision of training in governance/management. A second objective focuses on strengthening the NS's base, providing support for operational planning (PPP training) in all branches to revitalise branch level programmes and networks. Infrastructure will be rehabilitated in four branches and communications/IT systems upgraded or supplied in nine. The third objective assists the revitalisation of the HRCS's youth volunteer base, through support to a new youth department, policy and leadership training. The development of HRCS's youth membership is crucial to the NS's involvement in credible HIV/AIDS programming through peer education and home based care and is important to the sustainable development of the Society.

ASIA PACIFIC**Cambodia, National and Branch Development (CHF 118,265)**

This programme was selected because it builds on the lessons of an ongoing, successful OD programme being implemented under the Cambodia Red Cross's (CRC's) Five Year Development Plan. The new programme takes the lessons learned and new approaches in branch development/governance to the next stage to build a sustainable Red Cross branch presence/volunteer network in six remote provinces. It also supports work in four of the focus areas:- strategic planning, branch development, volunteer management and financial resource development. In this case, the CBF funding complements other funding and helps CRC to become more independent and self-sustaining.

The programme aims to develop the skills of branch officers, build branch facilities and facilitate volunteer mobilisation and management. Planned activities include the implementation of the CRC's new statutes at headquarters and branch level with the election of capable central/branch committees; the appointment and training of staff/volunteers at headquarters and branch levels (to improve planning); the drawing up of a standard policy, training curriculum and database to better manage volunteers; the implementation of standardised financial systems and procedures (incl. computerisation in six branches); and the development of a long-term strategy and tools for branch and community development (incl. an initial self-assessment process and establishment of baseline indicators/profiles in six branches).

East Timor, Capacity Building/Civil Society Development (CHF 89,900)

The East Timor Red Cross Society (ETRCS) is a new Society in formation and the Fund was keen to assist it in building a sound foundation and structure. East Timor is also a country with a high level of vulnerability, where the focus is still on human rights rather than development or capacity building. The programme met the CBF criteria through its support for a number of focus areas, such as programme and volunteer management and leadership training. It also aims to build ETRCS's image as a civil society organisation in this new nation.

The CBF funding will assist the ETRCS to prepare for recognition by the government and by the Red Cross/Red Crescent Movement as a NS with relevant laws, constitution and statutes. This will include work to build sound governance and management structures representative of the whole population and the recruitment of professional staff for the new headquarters. These staff will be trained in Movement issues and in core assessment (VCA), planning, monitoring and evaluation skills, leading to the eventual development of a Three Year Development Plan in 2003. The funding will also support the dissemination of information on the new NS amongst the community, to build its profile as a relevant and representative civil society organisation. Work will also be conducted to promote the concept of volunteering and to build a group of core adult and youth volunteers in the capital, who will be engaged in humanitarian activities.

Pacific, Distance Learning for Leadership Development (CHF 86,150)

This programme meets the criterion of being an innovative programme, as it builds on the Federation's Leadership Development Programme to develop and pilot this training as a distance learning module. Societies in the Pacific have experienced many changes in leadership recently and recognise that skilled leadership is central to a well-functioning NS. Leadership training has therefore been identified as a priority need. However, due to the size of these national societies, their limited resources and the distances involved, it is difficult for them to participate in organised training courses. The distance learning module was therefore developed to allow them access to a recognised leadership training approach, to build good governance and management skills and disseminate a common understanding of Red Cross and Red Crescent policies.

Work is being carried out to develop an adapted curriculum and practical modules to communicate the key messages of the Secretariat's Leadership Development Programme. The new distance learning module will be certified to motivate participants and retain good Red Cross leaders/managers and to provide a measurement of performance. Five Societies (out of 10 in the region) will participate in the pilot phase, which will then be evaluated. Lessons learned will be shared with the Secretariat OD department to inform future leadership development programmes. It is hoped that the training will lead to a noticeable improvement in the existing governance and management skills and in the implementation of agreed Red Cross/Red Crescent policies. It is also hoped that it will build the leadership's commitment to change and organisational development.

Papua New Guinea, Community Based Self Reliance (CHF 125,960)

The selection of this programme was due to its innovative approach to integrated capacity building at branch level, using disaster preparedness to build programme related capacity among staff/volunteers and communities. It aims to build the profile of the Papua New Guinea Red Cross Society (PNGRCS), through success in developing community motivation and partnerships with key stakeholders. These links and partnerships with government, other organisations and communities also meet the criterion of building civil society networks.

The programme specifically aims to strengthen DP capacity at community, branch and headquarters levels, to enable the NS to provide timely response to the most vulnerable areas of the country. As well as developing a cadre of 150 volunteers and strengthening the capacity and skill levels of staff and volunteers in the 10 most disaster prone branches, the NS will also target awareness raising and preparedness among vulnerable communities. To achieve this, PNGRCS will draft appropriate policies/guidelines at headquarters level and will develop a "Training of Trainers" course to cascade training to branch/community level. A focus will also be on building partnerships and networks with other civil society organisations, to strengthen the national co-operation and capacity and to establish the profile of PNGRCS in disaster preparedness and response. This will be enhanced through the dissemination of the national and branch level DP plans prepared through the programme.

Sri Lanka, Youth Wing Development (CHF 77,310)

The Sri Lanka Red Cross Society (SLRCS) has already received two grants from the CBF to support core OD

work following the adoption of its new Constitution (previous allocations supported branch and resource development). This grant for youth development therefore extends support for the Society's new direction under its reformed constitution. In funding the development of an active Youth Wing, the CBF is meeting its obligation to target youth programmes as a priority area, as agreed when the former Youth Development Fund was incorporated into the new CBF. This is also a new area of development for the SLRCS and, if successful, one that could be used as a model in the region.

The aim of the programme is to reconstitute the fragmented youth activities of the Society and to develop clear roles for youth members/volunteers to ensure they have leadership roles in the future. The funding will support the development of a youth policy and a youth wing (section), with a clear management structure at headquarters and branch levels (including 25 active divisional youth units). A second priority will be the recruitment and training of youth members so they can become active service providers in the branches and to be involved at all levels of the SLRCS's governance structure, as prescribed in the new constitution. The target is to recruit 500 youth volunteers and 1,000 youth members in the coming year.

EUROPE

Albania, Organisational Development (CHF 73,500)

The Albania Red Cross Society (ARCS) has a good track record in terms of its commitment to change and its evolution to date into the foremost civil society organisation in Albania. The CBF committee was therefore interested to support the next step in the Society's organisational development - building local branch level capacity. The proposed programme was clearly in line with ARCS's recent structural changes (a consolidation from 36 to 12 branches) and its Strategic Plan 2000/4.

The programme addresses three areas: strengthening local structures and role of governance through governance training and support to the new electoral processes in 12 branches; increasing the professionalism of programme management through training programme coordinators and improving systems at headquarters and the 12 branches (a participatory community development approach will also be piloted at a branch level); and improving volunteer management capacity through training youth leaders and establishing relevant guidelines for volunteer management in Albania.

Armenia, Youth and Financial Resource Development (CHF 92,900)

As mentioned above (see Sri Lanka), the CBF has a particular mandate to support quality youth programmes and the second round of proposals saw a number of applications in this area. The proposal to support the ARCS youth programme was also the natural evolution in the third phase of the structured OD/change process that has been ongoing in the Society over recent years. With a large number of young volunteers, effectively developing its youth membership has become critical to ARCS's capacity building strategy. Therefore the programme aims to build service delivery capacity at grass roots level. ARCS's youth programme was also identified as an important area for support in the recent "national societies in Transition" project organised by the Secretariat's OD department and lessons from this review informed the decision.

With 2,000 youth volunteers and a Red Cross youth structure in all branches, the challenge for this programme is to retain and strengthen the ARCS youth capacity. To achieve this, ARCS youth structures will be strengthened at all levels, through the training of youth leaders in 12 regional and 56 community branches and through the recruitment of more volunteers for core programmes and service delivery to beneficiaries. Youth activities will also be more widely publicised and youth leaders/volunteers will become more involved in income generation activities.

Central Asia, Programme Planning (CHF 43,800)

The proposal for Central Asia targets one of the focus OD areas – building NS programme planning and management skills. Based on the findings of the "Institutional & Resource Development Review" carried out in the region, the programme directly addresses identified need for improved programme planning skills. The focus is firmly on concrete training and results at branch level in each of the five national societies. This proposal also meets the criteria by piloting methods unique to the region.

Supported by the Almaty regional delegation's programme coordination and reporting unit, the programme provides training on the Federation's project planning process (PPP) and the application of the logical

framework and project cycle management approach. Liaison officers in the Federation delegations and two trainees in each of the national societies have already received training, and this programme will enable these officers to become trainers in each NS. In the second phase, they will then facilitate training of NS branch staff/volunteers. The eventual aim is for the five Societies to build consistent capacity in programme planning and in the whole project cycle, including monitoring and evaluation. This will help them to meet increasing demands for their services and higher requirements from donors and will enable them to perform better as sustainable civil society organisations.

Central Europe, Appeals Planning and Reporting Skills (CHF 121,000)

National Societies in Central Europe are faced with a number of challenges. Decreasing funding and increasing competition for that funding is a hard reality and they need to improve the quality, accuracy and timeliness of their appeals and reports to access support, particularly during emergencies. This programme aims to address this and to building programme planning and reporting skills, a core focus area for CBF funding.

The programme aims to build appeal and report writing skills at HQ and branch levels in six Societies: Albania, Bosnia & Herzegovina; Bulgaria; Croatia; FYR Macedonia; and FR Yugoslavia. It is planned in three stages: the preparation and production of training curricula, guidelines and information in each of the national societies' languages; secondly, training of trainers courses for selected individuals in each NS (in collaboration with disaster management departments); and thirdly, supporting the Societies to train their branch level staff. It is expected that this programme will improve the quality and ownership of appeals and reports, particularly when national societies are under pressure in an emergency situation and information can be difficult to obtain. It is also hoped that the programme will have a knock on effect on wider planning and programme management skills, through the application of log frame and PCM tools. Already, there is interest in this work and the experience in Central Europe is being shared as a model for other regions.

Russia, Strategic Planning (CHF 80,000)

The Russian Red Cross Society (RRCS) has gone through enormous changes since the collapse of the Soviet system. It has lost much of its internal support base, in terms of state donations and membership, its image has suffered and it has lost a large number of its former employees, losing valuable humanitarian experience and institutional memory in that process. In 2001, the RRCS Congress elected a new leadership which is now in the process of implementing major changes to reorganise the Society's staff and structure and to build a new strategic development plan. It was agreed that this programme met the criteria of the CBF, by supporting a key focus area - strategic planning. It also aims to provide timely and appropriate support to the new leadership of this important NS to enable it to take forward its change process.

The goal of the programme is to support the reorganisation of the RRCS and the design of the Strategic Development Plan 2010, in particular through the introduction of sound governance and management practices in line with the Characteristics of a Well Functioning NS. To achieve this, a senior manager from another National Society will be identified to assist the RRCS to carry out an analysis of its current structures and capacity and to help the Society draw up a plan of action (2002/4) to implement the reorganisation. A RRCS task force would be set up to support this process. The next steps would include: establishing a stable management team to ensure the implementation and sustainability of the plan; communicating the goals of the plan to RRCS's regions and branches; and training NS leaders/managers to implement the plan. The support of the Federation, through the CBF, and of the appropriate NS senior manager, is vital to support this programme, as is the ongoing commitment of the RRCS leadership.

For further details please contact: Alistair Henley; Phone : 41 22 730 4248; Fax: 41 22 733 03 95; email: alistair.henley@ifrc.org

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>.

John Horekens
Director
External Relations Division

Alistair Henley
Head
Coordination Department

Capacity Building Fund						ANNEX 1	
APPEAL No. 01.62/2002		PLEDGES RECEIVED				20.12.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT	
CASH							TOTAL COVERAGE
REQUESTED IN APPEAL CHF ----->				4'000'000		57.3%	
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		
JAPAN RC		10'000'000	JPY	121'140	12.12.2002		
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				2'292'944	CHF	57.3%	
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		