

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

15 May, 2003

Appeal no. 01.94/2003; Appeal target: CHF 5,000,000

Programme Update No. 1; Period covered: September 2002 to March 2003

*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 over 180 countries.
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In Brief

Appeal coverage: 22.7%; please refer to the attached Contributions List for this appeal, also available on the Federation's website.

Outstanding needs: CHF 3,864,050

Operational developments

The goal of the Capacity Building Fund (CBF) is to serve as a multilateral fund to build sustainable capacities of National Societies to make a significant difference to the lives of vulnerable people, particularly in forgotten situations. The CBF builds on the Federation's collective experience of capacity building and has made good progress since it was formally established by the Governing 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 criteria used for selecting programmes for support by the CBF have been established in consultation with the TAG (Tripartite Advisory Group), a group of donor National Society and government representatives from Britain, Canada, Finland, Sweden and Norway. The TAG has supported the Federation's capacity building work over the past five years and represents the principal donors to the Fund. These criteria for selection 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 also be made to support activities designed to meet the capacity building needs of a Society facing integrity difficulties.

This Programme Update provides an overview of progress on the 22 programmes selected by the Federation's internal CBF selection committee for support in the first round of allocations in 2002. This build on the information provided in Programme Update Nos. 1 & 2 issued in 2002 and aims to identify the key achievements, challenges and lessons of these programmes. The range of programmes covered comprises five programmes ongoing from 2001 and 15 programmes started during the first half of 2002. Of these, four are in Africa, four in the Americas, four in Asia Pacific and three in Europe. In addition, MENA region also has two programmes continued from 2001. The allocations were made in close consultation with regional departments/delegations who were asked to prioritise proposals and provide an analysis of each programme's capacity building potential/sustainability.

A second programme update will follow, which will outline progress on the 19 programmes supported through the second round of CBF allocations made in June 2002 and a third Update will profile those programmes selected for funding under the first round of allocations in 2003.

CBF Programmes for 2002

Ongoing 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.

Caucasus, regional cooperation and development (Chf 97,600)

Following the integrity crisis in the Georgian RC and the deterioration of the political climate between Azerbaijan and Armenia, this regional cooperation programme was suspended in April 2002. However, all three NS have gone through dramatic organisational change over recent years, with the appointment of new senior governance and management, and it was agreed there was still a real need to support these changes. It was therefore decided to revise the programme to provide individual support to each Society and, based on the experience in the region, to focus on strengthening leadership in the three NS.

In the interim period, GRCS had appointed a new leadership, which had been officially recognised in the country and was starting to operate on a small scale. The new team needed assistance to build its organisational structure and operational capacity from scratch. A first step was to facilitate an assessment of the GRCS, which was carried out by a former president of the Armenian RC in September/October. The report came up with a set of practical recommendations, which formed the basis of the Federation's strategy to assist GRCS and the annual appeal. The second area of support, was the drawing up of plans to build integrity and good leadership in the three NS. Two of the three Federation leadership training modules are being translated into Russian and will be run in 2003, to support sound governance/management relations and the management of accountable administrative and operational systems. It is hoped that this will support the implementation of the recommendations of the GRCS review and the committed change process in each NS. Each NS has subsequently submitted an individual application to the CBF for a specific area of OD support in 2003.

Cuba, branch development (Chf 150,000)

The CBF has funded CRC to build capacity in the core area of branch development, providing support to improve the NS's training skills, communications tools, and organisational plans/processes across the 14 provincial and 169 municipal branches. In general, the NS remained on target with this programme, adapting it in response to the two hurricanes which hit the island. The programme has addressed three areas:

- Support for training in governance, leadership, project planning and in programme areas, such as disaster preparedness. A total of 166 participants from across all provinces received training and subsequently helped develop awareness of these issues in their home branches. Towards the end of the year, the NS revised the original objectives, decreasing areas of OD training and increasing technical training to better meet the needs of the branches in terms of service delivery. 32 branches also received specific assistance to refurbish branch structures.

- Finalisation and approval of the CRC's National Development Plan and the beginning of the CAS process, with a first coordination meeting in November. This is important for future development and coordination of resources and will be the main focus for year three of the CBF support.
- Increasing recognition for CRC's role as an independent auxiliary to government. This focused on introducing the distance-learning communications programme, as replicated from the successful Central American pilot. To improve its internal/external communications and its NS's image in the media, CRC developed a "network of journalists" to get the media more involved in programme implementation. The NS also developed its own web site, which will go on line at the beginning of 2003. This is a major achievement given the communications restrictions in Cuba. The CBF also funded the production of publicity materials, such as leaflets on CRC's programmes for distribution at provincial level and for the youth wing.

Sri Lanka, finance resource development (Chf 52,250)

Since the adoption of its new Constitution in October 2001, the SLRCS has focused on its organisational development and has received previous CBF funding to support human resources and branch development. From this work, the NS identified local resource mobilisation as its next priority, to ensure it could build and sustain long-term national and branch level programmes. The programme centered around the recruitment of two posts (the Executive Director and Consultant for Fund Raising and Communications). This took longer than planned, but the NS finally recruited two skilled professionals towards the end of 2002. The new team has already initiated work to integrate resource mobilisation strategies into a national fund raising policy and is developing a more structured approach to fundraising (e.g building corporate sector contacts). Steps have also been taken to systematically review all existing information materials. In early 2003 a comprehensive new SLRCS information pack was produced and will be used to raise the NS's profile with other bodies. This is an important step, as the NS has had a poor image over recent years. Attention has also been given to hosting special events to raise the NS's image and fundraising capacity, with good media coverage generated for First Aid Day and World AIDS Day last year.

A key priority for the future will be to provide more direct support to SLRCS branches. Some assistance has already been provided to 11 branches to develop local income generating projects and the team has developed guidelines on "Marketing and Fund Raising" to support this work. A fund raising component is also now part of all SLRCS's training sessions and workshops. NHQ and branches are being encouraged to systematise the approach to fundraising in their training and to set up sustainability plans that will link fundraising to service delivery. SLRCS has applied for continued support for this programme in 2003 to consolidate this work. A joint TAG review team visited Sri Lanka in March 2003 to review progress to date.

Central America, regional communications (Chf 107,500)

2002 saw the continuation of support to the four NS supported by this programme - Costa Rica, El Salvador, Nicaragua and Panama. Progress has been made in strengthening communications offices in the headquarters of each NS and in a target number of branches. This has resulted in stronger communications networks in each country and stronger relations with the media and with local universities, promoting the image of the RC. Building on the basis established in 2001, particular progress was made in Costa Rica, Nicaragua and Panama in 2002. Costa Rica RC concentrated on perfecting the methodology of the long-distance education element of the programme, enabling a higher number of participants to complete the course and launch fundraising initiatives at branch level. The latter two Societies worked on extending the programme to more than the target six branches, using the energy generated by the programme to enlarge the communicators' network further across the country. In Nicaragua, 11 branches now have dedicated communicators, who are promoting the change process/National Development Plan and preparing branch plans.

Another success of the programme has been the replication of the model and the exchanges between NS. In the autumn, Panama RC participated in a simulation exercise run by Costa Rica RC, sharing experience of implementing communications contingency plans. These and other training workshops supported communicators in these NS to play an active role in relief operations and shared training helped to build links with other response bodies, such as civil defense. In 2002, Guatemala RC and Honduras RC joined the programmed. In September, GRCS ran a second diploma in information, which trained local journalists in RC-related issues. This helped establish a network of professional journalists in country. Five NS in the region now have web pages, with the communicators's network providing articles. Panama and Nicaragua RC have established slots on local/national radio to promote the RC and to share advice on local disasters. Mexican RC has also expressed an interest in

participating. Support for this programme will continue for a third and final year in 2003 and will be evaluated at the end of the year. Work still needs to be done to ensure governance and management commitment to this work and to consolidate progress at branch level.

Yemen, capacity building (CHF 200,000)

Small-scale CBF funding was originally allocated to Yemen in early 2001. The aim of the expanded 2002 programme was to support this priority NS build organisational capacity and develop participatory programming, particularly in relation to vulnerable returnee communities. Little progress was initially made, but with the placement of an OD delegate in country in April 2002, there was hope that this could be taken forward. The delegate was able to work with the NS to finalise its 5-year strategic plan, plus an action plan for 2002, which incorporated the programme for returnees. However, further complications and issues around the capacity of the NS forced this delegate to terminate his mission early. A second attempt was made to place a delegate in-country to take the programme forward, but this was also unsuccessful and the programme has come to a halt. The CBF committee have now actioned the return of the remainder of the funds on this programme (Chf 180,000).

North Africa, capacity building programme (Chf 100,000 over two years)

Funding was allocated to this two year programme in recognition that N. Africa was a forgotten region with little ongoing support for capacity building. There was an opportunity to take this forward with completion of the regional CAS for N. Africa and the presence of a Federation Representative in Tunis. Although progress has been slow in building NS commitment to internal change, more success has been achieved in strengthening programme capacity, which is understood and more acceptable to the traditional NS leadership. Progress has been made in disseminating VCA methodology and three Societies (Algeria, Morocco and Libya) are using this to improve programme planning. Following workshops in Libya and Beirut, progress has also been made in instituting HIV/AIDS peer education programmes. Both Morocco and Tunisia RC have been particularly active in taking this forward and organising events around RC Day and World AIDS Day. In the area of gender, each NS in the region has now confirmed a gender focal point to support the regional gender network, training has been held and each NS is working on a plan of action for gender.

There has been less progress in the areas of organisational change, strategic planning and resource development. Although the concepts have been presented, through leadership and good governance training, there has been limited interest. Some small progress has been made, with each NS starting to revise its statutes and completing the NS self-assessment process, but this has been slow. Overall however, this programme has opened the door with the five NS in the region and has built a level of cooperation, which is a basis for future long-term development. The new team in Tunis will be able to develop further support to regional leaders in 2003.

MENA, regional leadership training (CHF 63,500 over two years)

As with the North Africa programme, funding was allocated to this regional training programme over a two year period. The aim was to provide accessible, culturally relevant training to new NS leaders in the region on the mission, structures, policies and programmes of the Movement. Following the two courses held in 2001, a third course was held in Tunis in July 2002. Representatives from the NS of Egypt, Libya, Tunisia, Algeria, Morocco and Mauritania attended, with a good cross-section of representatives from governance and management, headquarters and the regional committees, men and women. The level of participants was higher than in 2001, showing the value NS had attached to the training.

This training exposed NS leaders in the region to Federation approaches and policies on a working level and provided an opportunity for NS representatives to get to know each other and exchange experience. It has led to important changes in the levels of knowledge of Federation policy and procedures, with NS making more contact with the Tunis office to seek advice about Strategy 2010 and related issues. It has also facilitated improved project planning, with some projects now being presented in the Federation's standard planning format. Training was carried out jointly with the ICRC, which presented a positive image of cooperation within the Movement. Again, issues around governance and management have proved more difficult to assimilate in the region, however, NS leaders are committed to continuing this training at regional and local committee level in 2003.

New programmes selected in 2002

In the first round of programme allocations in 2002, a further 15 programmes received support under the CBF selection criteria. These include a number of "forgotten" National Societies and several programmes chosen for their strategic or timely nature. For the purposes of continuity with the previous Programme Updates, these programmes have been grouped by region. It is also possible to group these programmes thematically, to show the potential for crosscutting linkages.

AFRICA

Chad, capacity building (Chf 102,870)

The CBF has supported CRC to reinforce its planning and management capacity at HQ and in six branches. This included funding to employ a minimal number of staff - the Secretary General and OD Director - to provide committed leadership and direction for the Society. A key achievement for the NS during the period was the General Assembly's approval of the new National Development Plan 2003/5. Funds also supported a series of SWOT analyses at branch level and allowed the NS to provide information materials to branches. This has established contact with the six distant branches, leading to improved communications with HQ.

CRC is the only humanitarian organisation in Chad to have a volunteer base across the whole country. The programme supported improvements in volunteer mobilisation and management, particularly in the areas of community health and disaster response. 13 trainers were trained to deliver first aid to communities and, within these communities, 50 volunteers were recruited and trained in community based first aid. Service delivery activities such as these helped to strengthen branch capacity, with local branches better placed to deal with the floods and cholera prevention during the last rainy season. The NS has noted the value of committed leadership and volunteers as a lesson from this programme. Problems regarding the commitment of some members of the Governing Board were addressed by getting committed volunteers to take over management of the programme. It is hoped that they will then be elected to governance positions in the future.

The CRC has asked for a 3 months extension of the programme to conduct regional general assemblies and a regional VCA, to train volunteers in governance and management, and to support staff training in project cycle management, strategic planning and fund mobilisation. This will allow the NS to consolidate the first phase of long-term capacity building and build greater sustainability for the future

Comoros, Organisational Development (Chf 111,540)

There have been a number of challenges for this programme. Political tensions between the federal and regional governments on the three islands of the Comoros continued, forcing a further postponement of the NS's General Assembly, now scheduled for March 2003. It is important that the Assembly goes ahead in March, to enable the NS to elect a new President and Secretary General and revise its Statutes, so it can be recognised by the Movement. All Movement actors need to work together to ensure this goes ahead. No progress was made on finalising the NS's Strategic Plan/Action Plan either, which needs to be completed before the Assembly

However, there was progress in some areas. In August/September, general training on the RC Movement, governance and management, and project cycle management was held with the three Regional Committees. This information was then disseminated by the committee members to branch volunteers. The training was timely, as it was held in the lead up to the Regional General Assemblies, held on two of the islands (the third will be held in early 2003). CBF funding also supported the development of stronger regional committees on each island, through the provision of basic office supplies/furniture. This facilitated more regular governance meetings and improved communications with volunteers, as was seen in the NS's effective response to a local air crash in December. Communications with the regional delegation have also improved, enabling a more sustained provision of capacity building support to the NS during this important time. The run up to the General Assembly is an important time for the NS and this programme will be extended into 2003, to consolidate these initial inputs and to improve volunteer support and management.

Mauritius - well functioning National Society (Chf 53,260)

Progress on this programme has also been slow, due to the particular culture of the MRCS. The NS is strongly volunteer based and can only take on a few initiatives at a time. This programme focused on NS strategic planning and updating the NS's outdated governance methods. The strategic planning process started in August, with the NS's first National Committee meeting and participatory SWOT analysis. Unfortunately, progress was then delayed until early 2003, when the Regional OD Delegate was able to work with the NS to finalise a Strategic Plan 2003/6 and Action Plan for 2003. The new plans bring MRCS in line with Strategy 2010 and outline clear objectives for the four core areas, as well as for key areas of organisational development, such as democratic governance, effective volunteer management and resource development. Further work still needs to be done to develop the NS's analysis of its environment and to build links with other civil society organisations. As with the Comoros, this programme has helped build contact between MRCS and the Regional Delegation/other NS in the region. This programme will also be extended into 2003 and will focus on extending the involvement of the NS's active youth members in governance, revision of the Statutes and building links with the branch on Rodrigues. The developing relationship between MRCS and the regional delegation will be important in providing future support in these areas.

Nigeria, Decentralised disaster preparedness and response (Chf 138,000)

Expectations of NRCS as an emergency response organisation have grown over recent years and have required the NS to develop a more decentralised disaster management structure to be able to respond nationwide. The CBF funding supported the NS to finalise its National Contingency Plan, in line with state and federal government plans. Drawn up in consultation with the Federation, ICRC, and with key government agencies and NGOs, the contingency plan identifies key vulnerabilities and the RC's capacity to respond. The participation of branches in this contingency planning exercise has improved their focus on and capacity in disaster preparedness/ response.

The programme also assisted the NS to identify and train local emergency teams at branch level and to strengthen the planning and monitoring capacity of the six zonal officers responsible for coordinating the teams. DP Coordinators have been appointed in all 18 target branches, plus 180 team leaders and 720 emergency team volunteers have been trained. This has already led to improved mobilisation in response to local disasters (e.g. the Ohuhu pipeline explosion and the fire in Akwa-Ibom state). Orientation training was also provided to branch governance to ensure their support for this work.

A third element of the programme strengthened communications between HQ, the zonal offices and the branches to facilitate decentralised working. This included the provision of telephones and faxes, which have increased contact between the levels, with zonal officers increasingly reporting emergencies to HQ. Training materials and IT training have also been provided to support the delivery of emergency team training and reporting. And finally, the CBF funding allowed the NS to establish a strategic warehouse in the north of the county (Kano) to hold relief supplies for 400 families, so that NRCS can respond promptly to emergencies in the north for the first time. Further work now needs to be done to roll out this programme to the remaining 18 branches and to continue support for the branch emergency teams.

AMERICAS

Argentina, modernisation plan (Chf 195,300)

This programme came at crucial time for ARCS, allowing it to consolidate a process of organisational renewal. However, demands on the NS to respond to the social crisis have also meant that resources have been stretched to address capacity building at the same time. Progress has therefore been slower than expected, however there are clear indications of progress. The CBF funding supported four areas of work. The first aimed at strengthening coordination and relations between HQ and the branches. During the period, 18 monitoring visits were made to disperse branches to map their situation. Work was also initiated to prepare for a revision of the Statutes and input from these branch visits fed into this. Although delayed, it is expected that the new Statutes will be approved by the General Assembly in April. The second area focused on increasing the efficiency and integrity of governance and management at all levels. For practical reasons, the planned regional governance and management training was finally conducted as a national training event attended by 87% of all branches and facilitated by the Federation and ICRC. This provided training on the NS's mission, structure, governance and management, and volunteering. A document outlining the rights and duties of ARCS members will be incorporated into the new Statutes and a follow up meeting will be held in March 2003.

The third objective focused on developing programmes and a National Strategic Plan. Meetings with over 400 representatives from HQ, branches, the Federation, ICRC, government, NGOs and other organisations ensured that this was a participatory process and a report was shared with all branches. The NS noted that work on the Strategic Plan had exceeded expectations, with an unprecedented number of ARCS members involved in discussions on the future of the organisation. Branch training in project formulation was also provided (119 projects have now been submitted to a national project portfolio and a project database has been set up to monitor this). However, the NS is aware of the risk that will raise expectations amongst branches. Further branch management training will be conducted in 2003 to manage this. And finally, the CBF supported work to enhance the NS's image and resources. Central to this was the setting up a distance education for programme for communicators, based on the successful C. American model. The NS also received good press coverage for its response to the social crisis. Plans to organise a major recruitment campaign for volunteers have been postponed due to lack of capacity and the NS will instead focus on improving the management of its current volunteers.

Bolivia, development of branches (Chf 98,600)

In 2001, an agreement was signed between BRCS HQ and its nine provincial branches to take forward a decentralisation process. The CBF therefore assisted BRCS to consolidate the strengthening of those branches. Funds supported the completion of governance and management training in all nine branches, which has helped to make governance and management more aware of their responsibilities. Following a workshop in August, each branch set up a team to liaise between governance and management and follow up on key issues. Seven of the branches also developed consolidated annual operational plans (the other two will be completed by February 2003) and eight compiled local development plans. Support also helped to improve branch management, with the introduction of integrated administrative and accounting software to provide standard tools and systems. Once tested, training will be provided to branches and other software will help BRCS monitor its volunteer services.

The second element of the programme focused on improving communications, through the development of a distance learning programme (again based on the C. American model). In November, the first workshop was held for 18 communicators. It focused on information coverage during disasters, relations with the media and the image of the NS. Following this first module, 15 of the communicators initiated activities in their home branch. The communicators were also introduced to the internet and to new communications software and the Fund purchased IT equipment for each branch. The NS has already noted an improvement in communications between HQ and the branches and more integrated working across the Society, with all nine branches working in a more uniform way.

Brazil, organisational development (Chf 50,000)

After a 10-year institutional crisis that led to a severe deterioration of BRCS's position and image, the Movement committed to supporting an "institutional normalisation process", focusing on the renewal of the NS's Statutes, the provision of governance training and the harmonisation of activities between HQ and the branches. Both Federation and the ICRC have work closely together to advance this process, with the Federation posting an OD delegate in-country. The first area of progress was in rebuilding links across the Society and reactivating branches and their programmes. The first meeting in eight years of the 17 provincial branch presidents and HQ representatives was held in August 2002. Participants discussed the strategy for 2003/4 and were introduced to the successful Amazonica programme. CBF funds have also supported a mapping exercise, to increase HQ knowledge of branch capacity and assets. The establishment of a functioning email system in the branches has also helped to facilitate more regular communication.

A second joint meeting was held in December 2002 to address the revision the Statutes. Consensus was reached on a final version, which included input from branches and it is expected that the final document will be agreed by April 2003. However, planned governance training and the development of a National Strategic Plan had to be postponed until the new Statutes are in place. CBF funds also provided support to the NS to improve its public image and resource mobilisation. This funded the creation of a web page and the establishment of a separate NGO, "Friends of Brazilian Red Cross", which will allow the NS to fundraise legally. The NS is taking other steps to resolve financial issues and improve its sustainability. After 10 years of crisis, the situation cannot be turned around in the short-term and the programme's time frame has had to be revised. However the reporting period has seen some concrete advances and the current motivation amongst governance and volunteers is seen as central to overcoming mistrust and taking forward the reform programme. BRCS has submitted a second phase programme for consideration in 2003.

Guatemala, volunteer management (Chf 129,440)

This programme had a difficult year in 2002. A number of advances were made but this was offset by major crisis in December. In the first part of the year progress was made on increasing the number and diversity of GRCS's volunteers. The establishment of a new Volunteering Department, incorporating all training functions and the appointment of a Head of Department was a good start. This led to a revision of the NS's draft regulations on volunteering and the production of a structured workplan for the department. The new manager worked with a training coordinator on loan from Mexican RC and with a counterpart in Honduran RC to benefit from their experience. This exchange worked well and provided a good model for regional cooperation around volunteering. Funds were also provided to improve GRCS's capacity to produce a volunteer database based on the Honduras RC model and assessments were conducted regarding the feasibility of a national and regional training centres. Work also progressed to improve the NS's capacity to attract and retain new volunteers. Volunteer training modules and the standard induction programme were revised to include a clearer focus on service delivery (e.g. first aid and disaster preparedness). Training on volunteer policy and recruitment/retention practices was also provided to two branches.

Unfortunately, shortly after the appointment of a new training coordinator in December, the Head of Department was forced to resign, following a serious disagreement with the Board. Much of the institutional learning was lost and, although the new training coordinator was able to keep things going, this was a major set back for the programme. With the new Statutes now in force and additional OD support from the American RC it is hoped that a new Head of Department will be recruited and the work to date consolidated. Support will also be given to establish new training centres and to set up a volunteer database and improved training materials in the second year of the programme. Under the new Statutes three volunteer representatives are now also due to be elected to the Governing Board in elections in May 2003.

ASIA PACIFIC*Bangladesh, youth and volunteer development (Chf 83,700)*

BDRCS has a strong network of 150,000 youth and volunteer members, however only around 50% are active. The NS identified the need to develop its capacity to manage, motivate and improve the technical competence of its volunteers and sought CBF funding to provide training and activities to reactivate youth and volunteer members. A key achievement was the establishment of a separate Youth & Volunteers Department, with support for a new Youth Director and two Youth Coordinators. The new team developed job descriptions for members of new youth committees/groups and drew up a new youth manual. Training was provided for youth volunteers in the Fundamental Principles and IHL. Youth trainers were also trained in first aid, so that they could disseminate this skill to over 3,000 youth members in schools/colleges at a local level. Youth members and volunteers participated in various activities, including a National Immunization Day, an HIV/AIDS campaign and a cultural competition. Floods in Bangladesh delayed the start of the programme and issues around lack of coordination caused further problems, however, the NS has taken steps to address these, proposing a year-round programme for schools and colleges to continue the good work that has been started and an improved communications and coordination system between the youth units and HQ. It has been noted that experienced RC youth volunteers will need to be properly recognised and included in any future work under this programme.

China, organisational development (Chf 106,000)

This programme supported a one-off event - the RCSC Leadership and Resource Development Training Workshop - as part of a wider organisational development programme to support the NS. The event, held in September, was the first of its kind in RCSC and therefore an important step in terms of bringing together NS representatives to share knowledge and discuss strategic directions. 78 senior officers from HQ and 29 provincial branches (less than originally foreseen) met to learn about the RC/RC Movement, to develop leadership skills and gain knowledge of resource development. Feedback from the workshop was positive, particularly on the fundraising element, which had been facilitated by a local NGO, PACT-China. Although the programme did not fully meet its objective ("to develop a RCSC resource development strategic and operational plan"), participants agreed the event had been useful and should be repeated as an annual event for a wider group of participants. The recommendation was also that future workshops should also have a specific thematic focus. PACT has been asked to carry out follow up training at provincial branch level.

Papua New Guinea, youth (Chf 109,500)

The PNGRCS Cross youth programme in schools was introduced in early 2002. Part of the NS's Strategic Development Plan 2002/6, this was a pilot programme for the NS to address the increasing levels of juvenile delinquency in PNG. The programme aimed to involve young people in the NS and its activities, to help them build self-esteem, learn humanitarian values and increase community awareness. The programme addressed three main areas. The first strengthened the NS's organisational capacity, providing support to set up a new Youth Department, including funding for a new Youth Officer. This enabled the NS to recruit and train 16 Branch Youth Coordinators to implement the youth programme in the eight branches and to draw up a comprehensive youth policy. By the end of the year, 576 youth members had been registered and local schools had been provided with teaching/first aid kits and with standard procedures and lesson plans. More work needs to be done to ensure that all schools work through the registered programme.

The second area of support was to promote RC/RC Principles and values to youth members and school children. A major element of this work was the nine youth management workshops held at branch and HQ level to disseminate the Principles to 155 youth members, coordinators and teachers. In addition, PNGRCS produced and distributed materials to branches and schools. For example, 500 sets of information on the Principles and 40 videos on humanitarian values were distributed to all 8 branches and to 18 schools. The final element of the programme was to promote community awareness among young people. Although this element started late, making it difficult for teachers to incorporate it into the school year, a number of branches were able to achieve results. For example, one branch led activities to raise awareness on World Aids Day, another took part in community cleaning and branch fundraising and a third prepared and restocked the NS's disaster containers. It is planned that in 2003 the youth members will be more fully integrated into the main PNGRCS programmes/trainings and will support larger-scale activities. The new youth programme and manual have been approved by the National Education Department and this will be reinforced by a formal MOU in 2003. It is also planned that branches will contribute financially to the youth coordinators in 2003 to ensure this programme is sustainable in future.

Vietnam, organisational and financial resource development (Chf 106,740)

In recent years, VNRC has expanded its network and programmes throughout Vietnam and has gained confidence in its activities. However, organisational capacity has not kept up with these new demands. The CBF therefore supported VNRC in key areas of its 5-year plan, specifically improving VNRC's capacity to effectively manage its programmes and to increase its own resource mobilisation. Progress has varied in the different areas, but in general has been slower than expected, due to a late start and the need to respond to various emergencies.

In large part, 2002 has been used to assess, consult and prepare the ground for work that will yield results in 2003. This programme will therefore be extended into 2003 to meet its objectives. However, progress has been made in some areas. One area is improvement of financial management skills at national, provincial and local levels. An assessment was carried out at provincial level to ascertain branch need and the results formed the basis for a Finance Management Manual, drawn up in consultation with the Government. Finance management training was also held and the delegation supported exchanges with the NS. In the area of communications progress was also made. A workshop was held in the autumn to help central and provincial managers prepare a communications strategy, but this will need to be followed up in early 2003. Likewise work has gone ahead to plan and prepare training in gender issues, PPP, leadership/management and the challenging new area of resource mobilisation. The intensive dialogue around these initiatives has allowed the delegation to engage with NS leadership in key organisational development issues, particularly relating to governance and management and to prepare the ground thoroughly for the work to come. The Secretary General has now decided to take the lead on these issues and on the recommendations of the OD evaluation.

EUROPE*Belarus, capacity building (Chf 68,950)*

Over the past year, Belarus Red Cross (BRC) has been involved in an important change process. The focus of the CBF funded programme is on strengthening governance/management, human resources and strategic planning at NHQ and branch level. Recently there has been a real shift in the awareness and commitment to change among senior governance and management. The programme yielded a number of key achievements. With strong support from the delegation and an international consultant, the BRC approved steps to change the NS's Charter to

separate much more clearly governance and management and to strengthen the board by drawing in more skilled outside directors. An implementation team has been working to draw up new job descriptions for relevant staff. BRC also made progress on their other objective of developing strategic planning skills. In this area the NS built on analyses done in workshops over the summer to carry out a NS self-assessment, and from that to draft a NS Development Plan 2003/7. The aim is to have the Plan approved at a Plenum meeting in March 2003. Specific steps were taken to include youth representatives in NS planning and programmes. The NS also received basic training in the Project Planning Process (PPP). However, progress in all areas has been restricted by the financial crisis met by the NS towards the end of the year. This threatened the survival of BRC's core programmes and left the NS with a serious deficit. A task force was set up to address this and to seek out more sustainable sources of funding and some progress has been made. However, this interrupted plans and schedules for the CBF funded programme and further emphasis will have to be placed on this in early 2003 to push forward the continuation of this programme.

Central Asia, organisational development (Chf 95,500)

The CBF proposal for Central Asia came out of the needs identified during a major, participatory two year review of the five NS in the region. The NS identified a series of priorities for the next three to five years leading and finalised a regional CAS for 2002/3. The CBF funding has supported three key areas within that. The first was follow up on 2000 OD review, to assess if NS had worked in accordance with their OD priorities and if there had been recognisable capacity building through programmes. This was done through a series of one day workshops where NS assessed themselves. Sadly participation from other partners (PNS, ICRC etc) was poor. The five NS concluded that there had been capacity building in the quality of programming and in human/physical resources, especially linked to building contacts with government and other agencies, but that it was too soon to assess real capacity building impact. There were also still challenges around local fundraising and sustainability. The Regional Delegation had supported a regional OD fund to support small-scale programmes in two branches per NS. Only six programmes were finally supported but this fund will be further developed in the branch development programme in future, to improve programme ownership and financial self-sufficiency. In addition, the CBF supported regional fundraising training and a regional representative was sent to an international fundraising forum to learn best practice. Although not culturally tailored to the post-Soviet situation, relevant documents have since been translated into Russian and disseminated.

Capacity building work in the region is being supported by a Regional Programme Coordination Unit (RPCU), which aims to coordinate capacity building and the resources to support, while leaving the NS in the region in the driving seat of their own development. This has meant that in addition to the CBF funding there has been other PNS or local resources to support key areas of NS capacity building work, such as financial management training, revision of Statutes, and leadership/management workshops. This has included work to improve the integration between programmes, such as between a mitigation and branch development programme in Kyrgystan and a health programme in Turkmenistan. Also good integration was achieved between the youth and OD/volunteers training and programmes. In future, work needs to focus on further handing over responsibility and ownership to the five NS for their own development. In 2003 the programme will focus less on workshops and documents and more on practical coaching and better integration. A revision of the NS structure and support for the ongoing change process will be top priority.

Ukraine, information network for financial services (Chf 89,900)

Following the decisions of the Kiev Regional Conference and the 18th Ukraine Red Cross (URCS) Congress, the NS and the Federation delegation has been focusing on support to the NS's successive development plans and its organisational development. A key area has been to strengthen organisation of URCS's financial services and reporting. This is seen as vital to demonstrate effective management of programmes and stimulate donor support. The programme achieved its objectives during the period, carrying out an assessment of current usage at branch level, tendering for the most appropriate and cost effective suppliers and purchasing 17 sets of equipment/software - 13 for the target branches and the remainder for NHQ. In addition, the programme supported a level of monitoring and follow up to support the installation of the new system. A workshop was held in June to train 28 staff directly involved in the new system (26 from the branches). This opportunity was also used to provide wider OD and finance training and it proved a useful opportunity for participants to exchange information and experience. In addition, on the job training was provided by the supplier to finance staff in 15 of the branches (funds were transferred to the remaining two branches to conduct their own training). Under the supervision of a URCS working group, the provider has provided further support to ensure the system is established and adjusted

to the NS's environment. A senior NS team has also monitored follow up and usage of this system, which seems to have made real improvements in financial reporting and exchange of information from these regions. The next phase will be to roll out this system to the remaining 12 branches and this plan has been included in the appeal for 2003/4.

Conclusions

Overall, the CBF is progressing well and is making an important contribution to the long-term, difficult to fund capacity building programmes that the Federation seeks to support. The Fund is now well established and the increased number of allocations made in 2002 to a wider range of National Societies has extended its impact. However, this has also led to increased challenges in terms of managing the Fund effectively, monitoring and demonstrating the impact on a wide number of target programmes, and building donor confidence in the Fund in the coming years.

In order to sustain the CBF and its potential to provide flexible, multi-year funding to target capacity building programmes, it will be necessary to raise sufficient long-term commitments to enable the Fund to support multi-year programming. At present, the TAG is still the key donor group for the CBF, and it is important that we seek to diversify this funding base and to increase the level of future funding for the CBF.

During 2003, more efforts will be directed to assessing and sharing the lessons that are emerging from the programmes supported by the Fund. There is a wealth of experience and practice being gained in the programmes reported on in this Update and it will be important to utilise the Fund in this way in order to give it a more distinct identity and purpose.

For further information please contact:

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All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

Capacity Building Fund

ANNEX 1

APPEAL No. 01.94/2003

PLEDGES RECEIVED

05.06.2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				5'000'000		22.7%
AMERICAN - RC		100'000	USD	135'950	05.05.03	
BRITISH - GOVT/DFID (04)				1'000'000	24.02.03	
SUB/TOTAL RECEIVED IN CASH				1'135'950	CHF	22.7%

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	