

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 (CBF) 9 November 2005

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 181 countries.

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In Brief

Appeal No. 05EA083; Appeal target: CHF 5,000,000 (USD 4,250,972 or EUR 3,280,431)
Programme Update no. 1, Period covered: January – September, 2005; Appeal coverage: 31.3%;
Outstanding needs: despite the relatively low coverage of this appeal, donors are encouraged to focus their support on the 2006-2007 CBF Annual Appeal tentatively due to be issued on 15 December 2005.
(click here to go directly to the attached Contributions List (also available on the website).

Programme summary: despite facing a number of challenges in terms of its future functioning and sustainability, the CBF still continues to make an important contribution to the long-term capacity building of national societies. The Fund is a vital source of funding for strategic and often critical organisational development and change within forgotten national societies and it is important that these societies can still access this type of unearmarked, multi-year support. The short reports outlined above highlight the range of the national society programmes supported and the quiet progress being made in many of the national societies supported. Without CBF funding many of these programmes would have struggled to find support.

However, many of the challenges experienced in 2004 around monitoring and demonstrating the added value of the Fund still continue and it is hoped that the planned review will provide some new insights for the future management of the Fund. The key challenge will be sustaining the Fund in order to provide dependable support to multi-year organisational development or capacity building programmes over the coming years and ensuring that there are sufficient resources to manage the Fund wisely and well. On a more practical level, it will also be important to ensure that national societies worldwide have equal access to the Fund – to date the Fund has struggled to receive sufficient, quality applications from national societies in Africa and MENA and more concerted work will have to be done to support applications, progress and reporting from those national societies.

Access to support for organisational development and capacity building funds can be difficult and it is important for both national societies, and for the International Federation as a membership organisation, to have access to a Fund such as the CBF. In many cases, the grants from the CBF have enabled Federation members to become more effective, functioning civil society organisations delivering services to vulnerable people. The Fund itself has allowed the Federation Secretariat to continue to play an important role in capacity building and organisational development. To this end we need to continue to work to build donor confidence in the Fund and in the Federation's ability to build the capacity of our member national societies.

For further information specifically related to this operation please contact: Ken Philips, Head Organizational Development Department

This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). 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](#) in delivering assistance to the most vulnerable. For support to or for further information concerning

Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

At the beginning of 2005, the Capacity Building Fund (CBF) made a major allocation of multi-year grants as planned. Following a call for proposals in October 2004, allocations were decided earlier than usual to allow for a prompt transfer of funds to national societies. Finally, CHF 2.1m was allocated to 35 national societies and three regional programmes to support organizational development or capacity building work (see attached list). This means that since the first round of the CBF allocations in 2001, the Fund has granted a total of more than CHF 11.6 million to over 80 national societies directly and to many more through support to regional programmes.

To date, plans to run a second round of allocations for smaller, more innovative pilot projects ("The CBF Intervention Fund") have had to be put on hold due to the level of funds available, however, this may be reviewed if further funding becomes available. The CBF operates as a multi-year fund and has to maintain the level required level of funding to honour multi-year commitments already made for 2006/7. Therefore although there are funds in the Fund itself the majority of these are already committed. All decisions continue to be made based on the quality of applications and commitment to the projects. As in previous years, all allocations were made in close consultation with national societies, regional departments/delegations and the Organizational Development (OD) Department in Geneva, however, in addition this year allocations were also discussed with the Cooperation Department of the ICRC to improve the coherence of Movement support to national societies.

The Fund itself is tackling a number of challenges. Set up as a multi-lateral fund to provide flexible, un-earmarked grants to support national society capacity building and organizational development, the Fund has experienced a number of changes in its operating climate - changes in personnel in the Secretariat and donor national societies, new perspectives on the value of multi-lateral funding, and questions around the most effective way to achieve results in national society capacity building. These have led to questions as to how to improve the Fund and its functioning. For that reason, it is proposed to hold the planned review of the Fund before the end of this year. Terms of reference have been drawn up and a consultant identified. The review will look at the added value, effective functioning and sustainability of the Fund for the future.

Overall programme goal: To support national societies to build relevant, sustainable capacity in order to make a significant difference to the lives of vulnerable people.

Objective 1 – an effectively managed CBF supporting innovative, quality programmes that strengthen national societies and develop Federation knowledge about capacity building.

Specific progress, achievements and constraints

The CBF committee met and agreed grants to be allocated to 35 national societies and three programmes at the beginning of this year. These grants were made in line with the criteria for the Fund, as 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 and the main donors to the Fund. The criteria are that the Fund should:

- Y support "forgotten" national societies, especially those in countries of high vulnerability;
- Y support innovative capacity building programmes in key capacity building focus areas;
- Y address integrity issues;
- Y support increased civil society networking;
- Y projects focusing on youth and gender are also favourably considered.

The majority of the allocations in this year's funding round went to support ongoing change processes in a number of target national societies. In Africa, for example, ongoing support went to Angola, Seychelles and South Africa Red Cross Societies, while in the Americas multi-year support for organizational change in Argentina, Brazil and the Caribbean national societies was continued. In Asia Pacific, ongoing support was provided to Afghanistan, East Timor, Mongolia and Papua New Guinea, while in Europe the ongoing change processes in Latvia and Polish Red

Cross received second year funding. Fewer applications were received from MENA, but ongoing support was provided to Yemen and Palestine.

At the same time, a number of new national societies received support for the first time. These included Rwanda, Honduras, Panama, Fiji, and Uzbekistan national societies. It is important that the Fund continues to receive and support applications from new societies to ensure the most effective reach of the Fund and to avoid dependence among those national societies that have received multi-year funding in the past.

2005 also saw one or two societies completing their period of multi-year CBF funding and moving to a more self-sustaining funding base. It is hoped that these and the national societies that are no longer receiving the Fund in 2005, such as Romania and Sri Lanka, have moved to other funding or to a more sustainable funding position. For example, Romanian Red Cross has used the CBF grant to support a planned change process and exited from CBF funding as foreseen at the end of 2004. The clear changes in the national society are noted in the recent self assessment feedback, where RRC was commended for its work over the last three years to improve its separation of governance and management, its new statutes and strategic plan, its image, local fundraising and financial management, and its clear policy and plan for volunteers. Although still facing major challenges at branch level, it is encouraging to note the progress made after three years of targeted CBF support. We wish them luck in the future.

It was also planned that the CBF would take on a more proactive role in 2005 to support the capturing of lessons learned and knowledge sharing around organisational development and capacity building. A first step was taken on this during the Kuala Lumpur "lesson learning" workshop in December 2004 and it was planned to develop steps to improve the capturing of lessons and impact amongst the recipient national societies in Asia Pacific this year. However, that planned work was overtaken by the tsunami response and has not as yet got back on course. The follow up work to produce other "lesson learning" case studies, such as the one written on the Argentine Red Cross experience of organisational change, have been delayed due to pressure on resources. However, plans are underway to re-activate planned case studies in Asia Pacific and Europe and to follow up on this planned knowledge sharing work before the end of the year.

One of the biggest challenges facing the CFB this year has been the limited time and resources available to provide quality follow up on the work of the Fund. This has meant that the work to monitor the progress of individual grants, report back on the results and impact of those grants and work to capture the key lessons learned has been limited. It is hoped that following the review of the Fund it will clarified what resources will be committed to work on the Fund from January 2006.

It is planned that the review will also examine the sustainability of the Fund in terms of donor commitment to support a multi-lateral, multi-year fund, and, if this not sustainable, will make recommendations to alter the Fund's functioning accordingly. At present, the commitment made to support more than 21 multi-year programmes is putting pressure on managing existing resources and is limiting the level of funding available for future grants to new national societies. This situation will also have to be reviewed at the end of this year based on the progress of the programmes already in receipt of multi-year grants and the predictability of available funding.

This programme update reports on the work of the Fund and on achievements/constraints in relation to some of the individual programmes supported by the CBF. It is structured around the criteria of the Fund with one or two examples per criterion. It should be noted that at this stage we have not received reports from all the supported programmes, despite the requirement for six-monthly, pledge-based reporting. Before the end of the year, action will also be taken to follow up on those grants not reported against or on those grants showing limited progress or results in order to clarify their status and decide on the future of these grants. Failure to report will be taken into account when the programmes come up for review and allocation of the second year's funding at the end of this year.

CRITERION 1 - "Forgotten" NS, especially those in countries of high vulnerability.

This criterion focuses CBF support on those countries where the needs or levels of vulnerability are high but it can be more challenging to find support for the national society and its capacity building. The CBF provides timely

support for these areas of organizational development or capacity building to help the national society to be more effective in assisting vulnerable people.

Papua New Guinea, extending its branch network (CHF 51,065 - year one of three year funding)

The aim of this programme is to “strengthen the national society to have a branch in every province... to provide services to meet the needs of the vulnerable”. During the first six months, PNGRCS has done the ground work to identify priority provinces for new branches or to review dormant branches. The society has decided to target its efforts towards establishing working committees and then branches in three provinces – West New Britain, East Sepik and Western Province - and to re-establish the branch in Bougainville. The society’s leadership has made dissemination visits to support interested individuals to set up working committees in each area and subsequently to hold school and public meetings to raise awareness and public support. The national society now has 180 new members in these provisional branches. The new branches-in-information are receiving training and are being encouraged to participate in national meetings and workshops. The West New Britain branch will elect its new committee in the coming months and hopes to be recognised by the National Council in November. A clear result has been the work already done by the provisional committee in West New Britain to respond to the volcanic eruption in the remote New Gloucester region. This was seen as a great training and profiling experience for the new volunteers and PNGRCS learnt that they needed to have procedures in place to enable volunteers to join before the branches are formally set up. Although this work will take time, it is clear that the plan to establish branches in all provinces will enhance PNGRCS’s ability to assist those in need throughout the whole nation.

Afghanistan, branch development and capacity strengthening (CHF 75,000 - year two of two year funding)

This grant provided continued support to ARCS to strengthen its human resources and organisational capacity at national and provincial level in four pilot branches. The funding was targeted at supporting the recruitment and organisation of members at branch level. Despite the severe difficulties to access most ARCS branches, progress has been made in building Red Crescent membership and capacity at this level. So far this year, 1,269 members have been recruited (11% of these women). These members have received training in branch organisation and programming. Branches have also received material support to establish recognised premises for the Red Crescent locally and the new branch members are establishing systems to improve efficiency in volunteer organisation and financial management. Most importantly, both existing and new volunteers are now participating in governance decision-making in these target branches. This level of engagement will help to build the sustainability of these branches and improve the contact between the headquarters and the provincial level volunteers. Progress in building stronger, more representative governance and management is also reflected in the appointment of a new President and Secretary General at headquarters level this year, and in the restructuring of headquarters. The establishment of clear governance and management roles has taken many years to progress but has finally taken a major step forward.

Fiji, organisational development (CHF 95,115 - year one of three year funding)

“Fiji RC is taking the change process by the horns” stated its report. Again the focus on engagement with branches is central. In April, the national society held “a way forward” workshop for representatives from all 14 branches. This was quite a new step for FRCS, as the meeting introduced the concept of restructuring and agreed a branch focused model for the future. The idea is to establish branch service centres to ensure greater contact with its disparate branches and to set up a process of participatory strategic planning process to focus on vulnerability at a local level and to try to engage volunteers and staff in the process. A Staff Volunteer Advisory Group has been set up to link volunteers and staff more closely to the Board. It is difficult to assess impact at this early stage, but the change in approach and the focus on vulnerability and participation is encouraging.

CRITERION 2 - Innovative capacity building programmes in one or more of the key capacity building focus areas. These are based on the Federation's Capacity Building Framework

The CBF has always aimed at supporting more creative or “innovative” ways of working –“innovative” in the sense of a way of working for a particular national society or region. It is often difficult to find other donor funding for these new interventions and the CBF can often provide the necessary funding at the right time to enable the society to progress with the necessary changes. One of the biggest challenges is ensuring that the right support is provided at the right time.

This section is presented under the key capacity areas of the Capacity Building Framework and relate to strategic planning skills, programme management skills, leadership development, volunteer management, branch development and community mobilization, :-

a) Strategic planning skills

Panama, development of a strategic plan (CHF 50,000 - one year funding)

This is the first time that PRCS has benefited from CBF support. The national society did not have an up-to-date strategic plan and needed support to refocus its programming and its image. The development of a strategic plan is in line with the framework of the Plan of Action of the Inter-American Conference and the focus on strategic planning in the Americas region. Work started in February when the society hired a project coordinator to lead the process. The PRCS drew on existing Federation tools and its own self assessment process to draw up a thorough SWOT of the society and its place in the local environment. In June, in a meeting with internal and external stakeholders, PRCS was able to develop a vision, mission and key messages to communicate to external audiences to clarify the role of the Red Cross in Panama. Three proposals were also presented to change the structure of the organization to better align it with the society's new statutes.

The important element in this planning process has been the links between the strategic planning work and changes in programming. The planning work has included recommendations from recent external evaluations of the society's communication and health/social welfare programmes. The society has also advanced its volunteer management and disaster management as part of the process, with the adoption of a volunteer management model, strengthened training and a new volunteer database and the development of a five-year disaster management strategy and plan. These have been important steps for PRCS, and the society has been able draw on expertise in neighbouring national societies as part of this process (the disaster manager from El Salvador Red Cross). PRCS has noted that, so far, work on the strategic planning process has improved participation from governance and management across the society and has stimulated better analysis of the society's context and programmes.

b) Programme management skills

Costa Rica, regional reference centre on community education in disaster management (CHF 47,000 - year two of two year funding)

During the second year of support for this pilot, the regional reference centre for disaster management in Costa Rica Red Cross has made good progress against its objective - developing training models for disaster response for communities in Central America, supporting implementation and sharing good practice. In 2005, the centre has worked with experts and interns from societies across to the region to complete four training modules (community-based risk reduction, family and school based disaster management and community first aid). The modules were formally launched in individual countries and work is underway to validate them. An interactive CD-rom has been launched to promote self-training and is available through FedNet. The remaining four modules will be completed by the end of the year. A database of practice is also now functioning for Central American and the Caribbean, sharing experience in community disaster management (www.cruzroja.org/desastres/redcamp/). The experience gleaned from facilitators or previous trainees is fed back into the materials of the centre.

Although a standard disaster management training approach, there are important elements to this programme. One has been the development of links between the centre and various national and international organizations working in disaster management (e.g. the Regional Centre for Information on Disasters (CRID) and the Office for Sustainable Development and the Environment of the Organization of American States). Another is the links with other programmes, such as health ("healthy homes") and youth ("school based disaster management") and the engagement of interns and trainees from other national societies to build experience across the region. An indicator of the success of the centre has been the renewed engagement of national societies in the region to building capacity in disaster management. This is seen in the technical support and expertise lent by societies to the centre. There are now the beginnings of contact with societies in the southern cone. And the third area is the progress within CRRC itself, as the host national society, with increased commitment amongst CRRC branches to increase community level programming by 50% by the end of 2006 and to implement the society's own strategy for community education in disaster management. The challenge now will be to ensure continued implementation and sustainability of this work.

Ghana, first aid training (CHF 47,375 - one year funding)

First aid is a primary activity for GRCS, however the national society sought funding from the CBF to target 20 pilot RC districts to improve their first aid capacity and answer the increasing demands on the national society to provide first aid in Ghana. The project supported the training of five first aid instructors and certified first aiders in five districts. In the period of the training, 100 volunteers participated in the sessions, representing first aid mobilization in 20 communities. Although not the usual type of project supported by the CBF, this seemed to a well prepared project, which would help GRCS extend its capacity in a programme-related way and extend its services to vulnerable communities. The first aiders have each drawn up an action plan to show how they will use their skills for the remainder of the year and it will be clearer to see changed behaviour and impact after that.

c) Leadership development**MENA, leadership development programme (CHF 49,000 in 2004 - year two of two year funding)**

The first cycle of the leadership programme has been completed and has been well received by national society leaders in the region. Participants from Egypt, Jordan, Lebanon, Libya, Morocco, Palestine, Qatar, Tunisia, Syria, and Yemen were extremely positive about the content and participatory manner of the course. For each module, national society leaders had to bring practical examples from their own society and follow up on these activities as part of their course work. At the end of the course, each leader has made a commitment to follow up on specific areas of work that they have identified as priorities. This will be supported and monitored by the delegation. For example, many individuals have targeted work on Principles and Values and IHL for 2005. Support for volunteer, staff and management development and for communication, external relations and resource development have also been identified as priorities for this year. In some cases, individual national society leaders, such as the Secretary General of Yemen Red Crescent, have already held further training for local leaders within their country to transfer the approaches learnt. Funding is still an issue for this work but if funding permits a second cycle of training will be organized for this year.

South America, leadership in health (CHF 38,485 – one year funding)

This is an innovative programme trying to address the common need amongst the 10 national societies of South America to their management capacities in health, to support community health, integrated programming and scale-up in programme delivery. The programme has been developed with FLACSO (an academic institution in the region). It has provided post-graduate, web-based distance learning support for 22 leaders (50 % women, 50 % men). The research had shown that such post-graduate style training yielded positive results and enabled national society leaders to improve their performance and their work with external bodies. The course also provided students with publicly recognised academic qualifications and has reinforced the culture of professional skills development and continuous training. The first round of the course has proved to be very cost-effective and has provided tailored training to a high academic standard. It has also built relationships between the Red Cross and the academic world in the region and opens opportunities for further dissemination and networking with local institutions and between participants. However, there are also important lessons to be learned. For example, the selection of appropriate candidates is crucial and the distance training must be coupled with coaching and follow up. It is also only possible where there is adequate Internet access. If it continues to be successful it is hoped to extend the training to other levels of national society leaders in the future.

Latvia, organizational development (CHF 75,548 - year two of three year funding)

One element of the LRC OD programme has focused on support to new board members and branch managers and the preparation of an induction manual to outline their roles and responsibilities and the knowledge (policies, regulations etc) that they are supposed to have. This was an important step for the national society to ensure its national and local leadership are fully supported and are also fully aware of their responsibilities. Importantly, the manual was developed in a participatory way with input from the branches – therefore an offshoot of this work is that there is improved communication between LRC headquarters and its branches and between branches. This has led to more inter-branch engagement, particularly around the areas of branch self assessment, planning and capacity building, and to the development of common projects and partnerships between branches, such as a joint fundraising pilot project. There has also been progress in the development of volunteer management regulations and job descriptions for volunteers/staff and in planning, with the role out of the Project Planning Process (PPP) and Vulnerability & Capacity Assessment (VCA) training for branches.

d) Volunteer management

Honduras, strengthening volunteering in the branches (CHF 34,463 - one year funding)

Although the project start was delayed due to the late receipt of funds and problems finding a qualified project coordinator, the project is now well underway. The national society has used the Federation tool, “Characteristics of a Well-Functioning Branch” to identify the eight branches to be supported and to assess their strengths and weaknesses. At a national level, HRC brought together governance representatives from these branches with senior governance and management from headquarters to work on a volunteer management policy to help strengthen the management, organization and capacity of the society’s volunteers. The society drew on current Movement guidance around volunteering to develop the policy, which will be approved by the Executive Board later this year. Within this work, the national society also agreed the individual roles of governance and management to ensure successful implementation of the policy and adapted the Federation’s Volunteer Policy Implementation Manual to suit local needs. In the coming months this policy and model will be rolled in the eight branches to improve their local volunteer management. If successful, it is hoped that this model will be useful for other societies in the region. Although early days, there is a significant commitment from branch governance to this new policy and volunteer management approach.

e) Branch development and community mobilization

Myanmar, branch development (CHF 80,000 - year one of three year funding)

In Asia Pacific, a major focus has been on branch development. In Myanmar, the Central Council of MRCS has endorsed a major branch development programme for the society to shift focus from headquarters to branch level. This is based on a comprehensive branch survey carried out last year. The programme is coordinated by the new Development and Coordination Unit (DCU), which is working to ensure a more coherent approach to branch development, drawing on resources from across existing programmes. The unit also acts as a focal point for all development matters at branch level. This is important to ensure that branch development is not seen as a separate programme, but is “building on the many branch activities already being carried out across other MRCS programmes”.

The work started with an “advocacy workshop” to get buy in from the 17 branches and to agree a plan of action. This brought branch leaders together to take responsibility for their own branch development and led to a number of concrete proposals, including the setting up of “pilot” branches to be paired with “experienced” branches. MRCS is also preparing a “basic training for branch leaders”, which will be hosted by one of the branches to stimulate their capacity and to decentralize responsibility for branch development. Practical steps such as volunteer registration, training for volunteer trainers/managers and branch reporting formats have also been developed and are helping to make branches more engaged and responsible. Preliminary surveys of financial management in the branches have also been carried out by the Head of Finance, and will act as a basis for further support and training in financial management. The new governance and management of the national society are committed to this branch development approach and are pushing to improve coordination between headquarters and the branches. This is currently being supported by a branch development delegate.

Mongolia, branch strengthening (CHF 61,885 - year one of three year funding)

This is a second grant for MRCS to improve mid-level branch capacity and it builds on the success of the pilot project to extend support to a wider number of branches. It uses the capacity of the existing group of trained trainers and, as with the pilot year, is still strongly programme delivery focused. This year has extended training and support to six new branches. 90 new volunteers have been trained in their roles and responsibilities as RC volunteers and in assessment techniques. They have applied these new skills to carry out assessments to identify vulnerable elderly people in the community and to then provide them with home care, assistance, psychological support and access to referral services. This is vitally needed social support for vulnerable people in these remote communities, but it is also changing the national society’s approach to working with vulnerable people and to sustaining a motivated group of community-based volunteers.

The new branches have also received training and worked to develop small-scale income-generating projects, such as a greenhouse for migrant families to grow vegetables, or a bakery and small garment centres employing local people to produce goods for distribution and sale. One impact already noted from this investment is that the drop

out rate of migrant children in local schools has fallen as they now have some funds to support their children's education. Although on a small-scale, this work is having a practical impact on both the vulnerable people in the local community and on the volunteers and branches, whose image in the community has improved. The local branches have now established a small fund from the income generated to sustain their home care programme for the elderly. As with last year, the practical support of this small programme has made a practical difference on the ground.

Cambodia, OD and capacity building (CHF 70,300 - year one of three year funding)

CRC has also used CBF funding to work on an improved approach to branch development. As part of a planned change process, CRC has been trying to bring all its branches in line with its strategy 2003/10 and with a standard branch approach. The society carried out a national review of branch capacity and categorised all its 24 branches into levels A, B, or C based on their capacity and performance. This approach enabled headquarters to prioritise its technical support towards C and B level branches - this support included regular visits, monitoring, and guidance for the governance and management teams of these branches. In the first six months of 2005, the national society has also held branch assemblies in almost 50% of its branches and has provided support to new branch members and management teams to draw up branch plans in line with the strategy. These branch assemblies have also provided an opportunity for the branches to report on their four year achievements and lessons learnt, thus enabling headquarters to have a better knowledge of national capacity. These branch assemblies have also enabled branches to understand the new roles and responsibilities for branches and to align with national strategy. 2005 also saw a focus on human resource development at branch level. The new procedures for staff and national policy/guidelines for volunteers have "significantly contributed to the management and training of staff, youth and volunteers in a systematic way. (and have) begun to address HR issues that have been a bottleneck in the organisation for several years".

g) Financial / resource development

Nepal, resource mobilization (CHF 45,015 - year two of three year funding)

Despite the challenges of a difficult political and economic situation in Nepal, this programme is assisting NRCS to develop a more sustainable, local funding base. In the first year, NRCS was able to draw up a resource mobilization policy, strategy, procedures and plans. In 2005, the national society has done much to build on the lessons learned from year one and to develop new activities - NRCS is documenting the learning from the different approaches tried so far. One focus during the first six months of this year has been to engage more directly with potential new donors. This has included a direct mailing campaign to 700 professionals, a leafleting campaign and feature in a local magazine, attempts to place donation boxes in prominent hotels and face to face meetings with commercial enterprises and schools. During the tsunami, NRCS raised NPR 22 million (CHF) from organizations, branches and individuals and the society is working hard to build on this new donor support. The other focus has been on training and the professional development of fundraising and communication at headquarters and in the branches (e.g. staff training in web design). In addition, two stronger branches have pledged support to assist two weaker branches, including providing financial support for their community services. The national society is trying to further develop this peer support to help weaker branches get started. However, it is challenging to raise reasonable levels of funds in the local environment and NRCS has asked a consultant to help them build on their experience. It is also planning to outsource activities to professional organizations to improve the positioning of NRCS.

Uzbekistan, OD and resource development in two regional branches (CHF 37,860 - year one of two year funding)

An important element of the grant to the Tashkent and Jizakh branches of URCS is the support for improving the financial sustainability of the two branches. Both branches have established financial development plans which are monitored by headquarters and both have set up fundraising committees, comprising staff, volunteers and elected members, who are working on quarterly plans to raise funds locally. There has also been a focus on communications. The branches have begun work on new communication links and have set up Red Crescent "image corners" in 25 communities in the two regions. These "image corners" involve members and volunteers in promoting the work and services of the Red Crescent. To support this local work, the national society has also run regional publicity campaigns with articles in local journals and radio / TV broadcasts at national level (URCS organized a contest for the best article on Red Crescent activities). To date, the Tashkent branch has collected 6%

more revenue in the first six months of 2005 than it did for the whole of 2004. The two branches have also started work on a special computer accounting programme to help with financial management of branch funds.

CRITERION 3 – Addressing integrity issues

An important role for the CBF is to support national societies trying to address integrity issues and embark on a recovery process. The timing of this support is vital and it must be based on a clear commitment from the society to change (it is possible to make allocations in response to integrity issues outside the Fund's normal allocations, but this is at the discretion of the Federation's Secretary General). There have been a number of examples where the Fund has provided support to a national society trying to move on from an integrity crisis.

Georgia, OD (CHF 65,000 – one year funding)

The CBF has provided rare support to the organizational development process in Georgia and has enabled the Secretariat continue its engagement with the national society to help it rebuild its capacity and credibility after recent integrity problems. The funding focused in part on strengthening the society's governance and management capacity. The national society is now in the final stages of a long process to revise its statutes to clarify the separation between governance and management and has trained branch leadership on this important issue. It is hoped that this will avoid some of the integrity issues that damaged the national society in the past. Another key area was financial management. GRCS has made real improvements in its financial management and reporting, to bring it in line with national and Federation standards. New financial management rules and procedures have been introduced and new staff recruited and trained in three pilot branches. It is hoped to extend this approach to other branches and carry out an external audit late in the year.

In relation to programming, GRCS has also started to work with partners to develop a four year strategic plan. The CBF funding has supported a participatory community development pilot in two branches (Gardabani and Kvareli). Local teams identified the lack of medical services as the key need in the two communities and the branches have worked with local partners to support medical facilities in both areas. The local authorities have been supportive of the initiative, but the branches are also working to ensure the longer-term sustainability of both projects. GRCS is in the process of expanding the community development project to three more branches. It is hoped that this will eventually enable the national society to build engagement with other partners and sustain community service delivery.

Poland, organizational development (CHF 100,000 - year two of three year funding)

Following a major financial crisis, efforts were made to rescue PRCS. An application was made to the CBF to fund the recovery process and the grant has been targeted at a number of areas of change within to be agreed within a formal "recovery plan". Since January, the national society has been working to finalize this plan. It focuses on five of the most vulnerable branches - on their financial situation, position, programme activities and organizational structure. After much consultation with these and other branches, a final recovery plan for the five branches was agreed by the Executive Board in May. The remaining 11 branches are now working on similar plans and visits are being carried out to support and monitor this process. A draft recovery plan for the whole organization is due to be finalized by November and a commission has been set up to produce an action plan for 2005/9. The process has been challenging but it has taken this time to ensure that the branches have a common understanding of the issues and the way forward. Implementation has now started.

The other area of focus has been on improving financial management – a key element of the crisis. In March, a new financial director was appointed and a financial analysis unit was created. A draft chart of accounts has been prepared and will be instituted from January 2006. A tender process has also been carried out for new finance software – PRCS finally realized that they would have to be more realistic about their ambitions for the software – and the new system is now being purchased. This should improve the transparency and monitoring of collated financial information. There have also been changes to the personnel and structure of headquarters. A new Deputy Director General has been appointed to manage programmes and organizational affairs, and new managers have been appointed to manage programme teams. Job descriptions have been prepared for all headquarters staff and training given in planning skills (PPP). This structural change has brought in some new skilled staff to the society and has ensured a better focus on the recovery plan and on the necessary organizational change. However, there is still a lot of work required to change attitudes across the national society.

CRITERION 4 – Supporting increased civil society networking

This is a challenging criterion as “civil society” covers a wide range of issues and is a cross-cutting element in a number of CBF-funded programmes. It can be seen to include building a national society’s capacity to be a credible civil society actor in its own country and to engage more closely with vulnerable communities, through building a national society’s profile to communicate the RC/RC’s role in relation to other local actors, to building the capacity of communities themselves. In general it is a move towards more “outward thinking” and is a slow process of attitude and culture change. However, national societies are increasingly seeing the value of a greater engagement with and as part of civil society.

Azerbaijan, branch development (CHF 40,000 - year one of two year funding)

The CBF grant has been used to support participatory community development (PCD) in five target branches, to help them understand local needs, design relevant programmes, mobilize local resources and strengthen the sustainability of their work. As per the PCD approach, branch staff and volunteers were trained in the methodology and then set to work with 12 communities and their elected groups to identify local vulnerabilities and design projects to respond to them. The community groups were diverse in their membership, including pensioners, young people and women, but all identified health issues as their main concern. This has encouraged ARC to continue its work in health education and promotion in the areas of reproductive health, HIV/AIDS, tuberculosis, immunization and hygiene. The national society now has 49 volunteer health educators and 42 first aid trainers working in the target communities. Youth volunteers have also trained community members on project planning to help them to develop their own community projects. Other services provided have included social welfare and psycho-social support, vocational training (community members have subsequently found work) and support for women – there are now 12 women’s committees in the target communities undertaking community work. As an effect of this programme, the target branches have improved their management capacity and are far more engaged with local communities and local authorities (“the Red Cross is perceived as a facilitator of community action”). In response to community needs, there is better integration between programmes in these branches. The challenge for the future is for the branches to improve volunteer management and local resource mobilization. The programme has also received support from the Swedish and Netherlands Red Cross Societies.

FOR SPECIAL CONSIDERATION:- Projects focused on youth or gender

These are important areas for the CBF and for the future of the Federation. As the CBF originated out of the previous Development and Youth Funds, it inherited an interest in programmes relating to youth. In the latest round of allocations the Fund has also supported the one gender related programme submitted to the Fund.

Belarus, Moldova & Ukraine, cross-border youth integration and cooperation programme (CHF 44,643 - one year funding)

This programme has been implemented with support from the CBF and the Danish Red Cross. Previously, these three societies experienced poor levels of youth involvement and had no policy or staff to engage with youth or youth programmes. This programme aims to stimulate youth engagement and develop a more structured approach. As there were no youth departments, each society set up youth working groups at either headquarters or branch level. In the first six months, these groups drew up and agreed a draft youth policy, strategy and three operational plans. These groups are now supporting the implementation and communication of these plans, to ensure cooperation with other parts of each national society. Youth coordinators have also been hired in each national society for the first time in ten years, and these new staff members are helping to plan and implement youth activities. However, these working groups are an interim measure and there is still a major challenge around integrating youth into the national society boards and decision-making bodies.

The other key feature of the cross-border programme is that it brings together staff and volunteers from the different societies and different programmes to work together with and through the youth groups. This is a new practice for the three societies. Meetings of youth coordinators and volunteers from the three societies, particularly around the work of two key networks on HIV/AIDS and IHL, has stimulated good cooperation with these other programme and three planned joint activities to profile and encourage youth work in the three societies (a sub-regional network of youth trainers, a competition and a march for AIDS day). The focus on training the new youth staff and volunteers has also helped improve their skills in leadership and peer-education. The training is building national teams of trainers and is being run in cooperation with UNDP and the ICRC. It is early to look at the work to share best practices, as the youth initiatives are just starting. These were stimulated by a small

grants competition developed by the Belarus and Moldova Societies. The selected initiatives will start in September. Although the lack of internet access has limited the exchange of information to headquarters level, communication is now starting with the youth of other societies in the region.

Iran, increasing women's role in Red Crescent activities (CHF 90,099 - year one of three year funding)

The CBF-supported Regional Gender Network raised awareness of gender issues among staff and volunteers in IRCS and other national societies in the MENA region. However, IRCS wanted to support more concrete actions within its own society. This project aims to increase women's role in community-based activities in five disaster-prone provinces (Kerman, Sistan-Baluchestan, Razavi Khorasan, and Southern and Northern Khorasan). Gender focal points have been appointed at a national level and in each of the five branches to advise the IRCS President and branch directors on gender issues and to ensure commitment to the project. Each branch has received a computer to support gender work and to enable the focal points and other staff and volunteers to participate in the gender network. To date, three gender training workshops led by a local gender expert from a top Iranian university have been held for mixed groups of staff – male and female. These trainings have provided an opportunity to use group work and case studies to look at the history of gender, its importance for the RC/RC, the role of gender in RC/RC policies and regulations, gender concepts and their application and the reasons for past failures. More technical topics such as sex-disaggregated data and gender analysis skills will be taught in future workshops. The IRCS also has a gender unit in place at headquarters and this office is publishing and distributing gender related materials. It is hoped that this project will achieve concrete results and act as a model of good practice to be shared through the regional gender network.

[Contributions list below; click here to return to the title page and contact information.](#)

Capacity Building Fund

ANNEX 1

APPEAL No. 05AA083

PLEDGES RECEIVED

09/11/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				5,000,000		TOTAL COVERAGE 31.3%
BRITISH - GOVT/DIFD GRANT				1,000,000	01.01.05	
CANADIAN - GOVT/CIDA/HAPS		495,000	CAD	465,300	17.03.05	
NORWEGIAN - GOVT/RC				100,000	12.10.05	
SUB/TOTAL RECEIVED IN CASH				1,565,300	CHF	31.3%

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	