

# ANNUAL REPORT



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) *May 2006*

*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. For more information: [www.ifrc.org](http://www.ifrc.org).*

### In Brief

**Appeal No. 05AA083; Period covered: January – December, 2005; Appeal target: CHF 5,000,000 (USD 4,250,972 or EUR 3,280,431); Final coverage: 35.5%.**

[<click here to go directly to the attached Financial Report>](#)

***For further information specifically related to this operation please contact: Organizational Development Department, Luntan Bayarmaa, Acting Head; email: [luntan.bayarmaa@ifrc.org](mailto:luntan.bayarmaa@ifrc.org)***

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. 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, please access the Federation's website at <http://www.ifrc.org>

In 2005, the Capacity Building Fund (CBF) kept primary focus on the multi-year programmes. This can be perceived as a big step forward for CBF, as long-term support to National Societies allows for better planning and is, therefore, more meaningful for the recipients. In most cases, multi-year allocations related to the first and to the second year of the three-year funding (please refer to Annex 1 included on the last page of this report). These allocations provided important support to the National Society capacity building (CB) and organizational development (OD). Although it is still too early to draw thorough conclusions on the programmes' impact and on-the-ground results, many National Societies reported that the CBF helped them achieving overall goals and objectives identified in their plans. A review of the Fund completed in February 2006 looking at the functioning and added value of the Capacity Building Fund over the five year's of its existence concludes "multi-year support through the CBF allows for longer-term thinking and for organizational development processes to mature and consolidate". The Fund also helps to raise awareness about the importance of CB and OD work for scaling up of National Society service delivery.

Total CBF allocations in 2005 amounted to about CHF 2.3 million and approximately 80% of this total was distributed to support multi-year programmes. Additionally, there were twelve one-off allocations and the total amount allocated for these programmes amounted for about CHF 0.5 million. Asia Pacific and Africa regions were among those who benefited the most from the Fund – 28% and 22% respectively, Americas and Europe regions also received a good share of allocations – 20% each, and MENA – 11%.

No new funding mechanism for short-term OD interventions was developed due to lack of sufficient funding for this particular purpose once the multi-year funding commitments had been honoured. Seven out of the twelve short-term programmes (Bolivia, Iraq, Lesotho, Moldova, Palestine, Tajikistan, and regional South American programme) were supported through specific earmarked contributions rather than through the normal funding

rounds of the CBF. The Fund agreed to the above-mentioned earmarked contributions as an exception. This move is expected to help developing more reliable relationships over time and to support un-earmarked contributions from these donors in the future.

**Goal: to serve as a multilateral fund to assist national societies build sustainable capacities in order to make a significant difference to the lives of vulnerable people.**

**Objective: to ensure effective management of the Fund so that it has a demonstrable impact in building the capacity of National Societies in order to support programmes and promote services to vulnerable people.**

➤ *More effective targeting of grants and monitoring of results:*

Seven multi-year National Society programmes (Afghanistan, Argentina, Brazil, Caribbean Region, Costa Rica, East Timor, Latvia, Nepal, Poland, and South Africa) begun second year of funding in support of long-term and well-planned capacity building programmes or organizational change processes after fulfilling the requirement of satisfactory progress demonstrated in the pledge-based reports, while four other National Societies completed their last year of CBF support. At the same time, nineteen new multi-year allocations were committed in 2005 (Azerbaijan, Belarus & Moldova & Ukraine, Cambodia, Central African Republic, East Africa, Fiji, Honduras, Iran, Mongolia, Myanmar, Pakistan, Papua New Guinea, Russia, Rwanda, Seychelles, South America, South America – Uruguay & Venezuela, Uzbekistan, and Vietnam).

Twelve National Societies (Angola, Bolivia, Georgia, Ghana, Iraq, Lesotho, Moldova, Palestine, Panama, South America, Tajikistan, and Yemen) received timely funding for short-term organisational development interventions, addressing leadership and integrity issues, focused on regional cooperation and on so-called “innovative” capacity building programmes (“innovative” in the sense of being new to a particular national society or region or in stimulating real organizational change).

Although multi-year funding is perceived by recipients as a valuable tool that enables National Societies to provide more effective programmes and services to vulnerable people, it was still challenging to attract new sources of funding to support this multi-year, multi-lateral fund. Despite well-recognized need to diversify the CBF’s funding base beyond the traditional donors (the previous TAG members), no new donors, such as aid agencies or private entities, were attracted to support the Fund. As a result, among 2005 donors there were no new contributors and all were traditional CBF supporters – the governments and National Societies of Britain, Canada, Finland, Norway and Sweden – contributed, CHF 1.7 million altogether. It is planned to work more closely with the donors and in order to improve the transparency it has been planned to establish a small steering committee involving the investors to the fund, a recipient representative and a representative from senior management of the Secretariat.

All allocation decisions on the CBF assessment process in 2005 were taken after extensive consultation with regional/country delegations as well as regional and technical departments in the Federation Secretariat. ICRC counterparts were also consulted to ensure optimal and integrated support to the National Societies as previously discussed with the TAG. Regional departments were asked to verify whether CBF support fits into the overall support towards particular National Society to ensure coherence of approach and the most effective use of resources. For example, in the case of Brazil RC, the National Society change process is being supported by PNS and ICRC, with the CBF support providing vital funding for the Federation input into the strategic planning and branch development approaches, while in East Timor, the CBF enabled the Federation to support the national societies (alongside programme support from the ICRC and PNS) to help the national societies gain recognition in 2005.

In the cases where no reporting was received this was followed up with delegations / National Societies to ensure appropriate implementation and reporting was met. In the one or two cases where no reporting was received this affected the decisions on future funding.

All information included in the programme summaries is strictly based on the pledge-based reports submitted to the Fund after completing yearly activities.

## AFRICA

### **Central African Republic (CAR) RCS, Capacity Building, (year one of two-year funding)**

CBF-funded programme of this “forgotten” National Society came as a result of the analysis of the recommendations that were made by the joint Federation/ICRC mission to Bangui. The Extraordinary General Assembly of the CAR RCS in April 2004 instituted a two-year transitional period during which efforts are concentrated on organizational development, community-based health and disaster management programmes. Governance and management training facilitated the development of the 2005-2006 Plan of Action and revision of the statutes. The various activities carried out by the National Society in response to the floods that hit the country as well as during the various elections contributed to enhancing the image of the national societies before operational partners. This earned the national society its appointment as vice-president of the Country Connection Mechanism (CCM) of the Global Fund to Fight AIDS, Tuberculosis and Malaria. Local committees and peer educators provided training on community-based first aid (CBFA) to sensitize the population about HIV/AIDS, hygiene and sanitation programmes. The National Society was also able to develop a project to combat poverty and malaria as well as led an immunization campaign when 39,597 children were vaccinated against measles. A SWOT analysis was conducted in eight local committees to enable the governance team to take the necessary measures to improve the quality of services rendered to vulnerable people. After the SWOT analysis, volunteers conducted VCA in some neighbourhoods of Bangui and in other towns. The organizational development programme enabled the National Society to get its former partners to be interested once again in its activities, as well as to attract new partners like the United Nations Development Programme, the United Nations High Commissioner for Refugees, the French RC, the Spanish RC and ICRC among others. The various activities carried out contributed to polishing the image of the National Society. The CBF support helped the Central African Republic RCS become more trusted by all its partners and it is presumed that new funding opportunities will result from this achievement.

## AMERICAS

### **Argentine Red Cross Society, Organisational Change (year two of three-year funding)**

Argentine Red Cross had shown itself to be engaged in a successful and self-sustainable growth process. The CBF helped strengthening economic sustainability of the organization as a whole through the implementation of stable financial system. The ARC has implemented a stable fundraising system which will allow the National Society to support its structural costs as well as evaluate the financial plan for the year. As of August, funding for 2005 had increased by 47% thanks to individual donations. The number of donors increased from 3,608 to 4,200, between December 2004 and August 2005. An ARC national fundraising campaign was held during the first part of the year, with the active participation of thirty branches. The 2006 budget for the headquarters has been produced in a participatory way, which includes all departments and divisions. Eleven branches have started the formulation and execution of community development projects.

As part of the organizational change process, the national society headquarters produced Main Branch Operational Plan in May 2005, thirteen branches are executing their Local Operational Plans (LOPs), eleven are finalizing their LOPs, and nineteen have started the design process. 100% of the projects started and carried out during 2005 are in line with the ARC Strategic Plan 2003-07 (SP). This is an important step towards systematic and focused organizational progress. An intermediate evaluation of the SP was also produced, and new statutes were approved by the General Assembly. A centre to provide attention and guidance for the members is being implemented to create a direct link between the National Society’s headquarters and branches. This will reinforce the changes needed to facilitate the implementation of the new statutes. The number of beneficiaries in HIV/AIDS has grown by 68%, while the number of beneficiaries from programmes and projects decreased by 20% in 2005 due to absence of disasters in the country since 2003. Trustworthy information on the beneficiaries of

programmes and projects within the ARC Strategic Plan is available, although there is still a need to further develop the information system.

## ASIA PACIFIC

### **Fiji Red Cross Society, Organizational Development, (year one of three-year funding)**

Fiji RC is an example of another National Society who receives CBF support in compliance with the “forgotten national society” criterion of the Fund. Organizational development change process is of great importance for this national society which tries to best address major needs of the vulnerable communities of the country. It has taken eighteen months to arrive at the present juncture, where all the pieces – human capital, infrastructure and policies – are in place and the first tentative steps have been taken on the ground. Divisional Service Centres’ (DSC) coordinators and some volunteers are now trained and certified and are now starting to provide scaled-up services in their local communities. The National Society begun implementing capacity building activities as well as strengthening management and operational processes at branches through the various initiatives contained in the FRCS Strategic Plan. This document will become central to the National Society’s growth and development over the next four years. In the area of organizational development the goal is to build capacity within the organization in the form of human resources, strong management structure and good governance and to create the institutional competencies to best perform the FRCS mission. On-the-ground results will now begin to eventuate as the DSC concept takes shape, states the annual report. This decentralized structure is designed to guide and support branches, build capacity in terms of human and material resources and enable branches to deliver a greater level of services to their local communities. Although it is still too early to identify major tangible impacts of this organizational change process, it is already visible that the branches now receive a much higher level of guidance and support to be able to better deliver their services to vulnerable communities.

### **Afghanistan RCS, Branch development and capacity strengthening (year two of two-year funding which was further extended in 2006)**

Separation of the governance and management has been one of the expected results of the OD programme since its initiation in Afghanistan RCS in 1998 and has now been achieved. Financial support from the CBF has been of undoubtedly significant importance to all that has been achieved, especially where this relates to the strengthening of branch capacities. The funding had a positive impact on the overall National Society’s structure, which gave the opportunity to introduce the integration of the volunteers within the implementation of all programmes. Present CBF support actively contributes to the present National Society development.

The following activities took place as part of the branch development and capacity strengthening process: ten ARCS branches received trainings on membership development activities through the conduction of workshops and meetings at both headquarters and branch levels; the group leaders training workshop was conducted for ten ARCS branches; the World RCRC Day was celebrated in 34 branches and helped to raise the national society profile on a national level and embark on an image building campaign; the ARCS established a new division called the fundraising division, represented by a newly-appointed fundraising officer etc.

One of the practical fundraising campaigns was the special week of the ARCS, when the ARCS requests that every government employee donates one day of the salary. Additionally during the special week, the National Society received a pledge of approx. CHF 50,000 from the royal family. Throughout the membership development process, the practical recruitment of the members started in February 2005 and resulted in recruiting 1,264 new members (almost 21% were women). As the pilot phase of the programme was considered successful, the decision was made to extend the programme to the six new branches, which started their preliminary activities in November 2005. The whole process was supported by the CBF. To date, 1786 members have been recruited by ten branches and some reasonable income is generated through the membership development process.

Successful capacity building at branch level together with membership development achievements give indication of positive direction undertaken by the new leadership. All this contributes to achieving programme objective,

which aims at national society's proper organization and capability of mobilizing local resources towards providing timely and efficient assistance to the most vulnerable.

## EUROPE

### **Uzbekistan Red Crescent Society, Branch Development, (year one of two-year funding)**

In 2005, the CBF started funding branch development project of the Uzbekistan RCS (URCS) to support capacity building of two regional branches – Jizzakh and Tashkent city – and to provide practical assistance in strengthening professional organizational and managerial skills of these branches. Seventy eight communities residing in the selected regions formed a beneficiary group of the project. In order to improve branch staff capacities the national society organized training attended by chairpersons and programme coordinators from district branches. Over nine months of 2005, both Tashkent and Jizzakh branches attracted by 14% more funds than in 2004. The results of the population vulnerability assessment, conducted by the national society in thirteen district branches earlier in 2005, were also analyzed and categories of vulnerable people such as people with disabilities, lonely older people, multi-children poor families, and orphans were identified for further targeted actions. The URCS continued highlighting the project progress and Red Crescent activities through both local and national mass media and broadcasted in radio and TV on, for example, Jizzakh training session. Over the year, 52 URCS primary organizations were created in the targeted communities. As a result, more than 2,000 new members and about 200 active volunteers joined the Red Crescent Society. The national society postponed the congress meeting, thus the revised statutes were not yet ratified, and the planned regional and district/city elective conferences were not convened. URCS included these conferences in the plan of activities for 2006

## MENA

### **Iranian Red Crescent Society, Increasing Women's Role in Red Crescent Activities, (year one of three-year funding)**

The overall objective of this project is to increase women's role in community-based Red Crescent activities in five disaster-prone provinces in Iran. In consequence of the programme, the gender focal points who have been appointed as advisors to the directors of Iranian RCS provincial branches are now working to ensure that gender issues are properly reflected in policies and programmes of the branches. With the support of the Federation Delegation and in consultation with the provincial branches, the Iranian RCS implemented the program according to the agreed plan of action and budget. Three disaster management (DM) training workshops were conducted and public gender awareness materials were developed. These workshops were facilitated by the former Head of IRCS Relief & Rescue Organization and his deputy who have rich experience in DM and involved 155 participants. The participants analyzed and discussed various barriers and reasons (individual, socio-economic, religious, cultural, legal, attitudinal, etc.) which prevent women from participating in Red Crescent relief activities and programs. They also discussed the ways and means to increase women's role in the IRCS relief activities and programs. Besides the workshops, brochures and pamphlets containing public information about gender mainstreaming were developed by the IRCS gender office. These public awareness materials will be distributed among the Red Crescent branch staff, relief workers and volunteers. The IRCS also produced 500 CDs containing gender training materials on the basis of the gender training workshops and to support gender trainers in the branches. Gender materials were translated and put on the MENA Regional Gender Communication Network web-site ([www.menagcn.net](http://www.menagcn.net)) with the purpose to serve as a communication facility as well as information and knowledge sharing platform among the focal points. Keeping in close contact with branches, the gender office has worked to collect statistics and information about women staff working for branches and to keep on record their personnel profiles in Tehran for future consideration.

### **Greater national society engagement in the CBF process:**

Very often National Societies emphasize in their progress reports that the CBF funding helped them achieving some of the goals and objectives identified in their strategic plans. CBF allocations were in most cases tailored to

regional priorities and strategies as defined in the regional plans of action and declarations. This was conveyed through the CBF application format which included section on how the programme addresses the national society's Strategic Priorities, the national society's Self-Assessment results and commitments outlined in the Cooperation Agreement Strategy (CAS). The CAS is a joint strategy by which a National Society and its partners achieve more effective and efficient cooperation at country level in order to better address vulnerability while building lasting capacity. In Sudan, for example, all Red Cross Red Crescent partners at the April 2005 Partnership Meeting (as part of the CAS process) agreed to continue to prioritise their support to branch development especially in Southern Sudan and Darfur. This demonstrates the ongoing appropriateness of CBF support to branch development in this country. Also Cambodian RC, through its CAS process, has reaffirmed the importance of all partners contributing to the long term sustainability of the National Society. The Country Strategy which must be signed by any partner cooperating with the Cambodia RC, states that all partners must support capacity building activities as outlined in the national society Strategic Plan. Federation as a key partner is contributing to this effort through the Capacity Building Fund.

Well-planned "phasing out" from the CBF funding is crucial for National Societies' financial sustainability. Argentine RCS went successfully through the phasing out and can serve as a model to sister National Societies. Before the CBF started supporting the Argentine RCS in 2003, 80% of HQ income was generated through telemarketing and 20% through so-called strategic business unit activities e.g. nursing schools. After CBF intervention, the national society shifted towards a new financial model comprising of 35% funds received through telemarketing, another 35% attracted by strategic business unit (including new ones such as social responsibility assessments to private companies) and 30% from other multiple sources. Besides changing of the income structure towards more sustainable financing, the income doubled in comparison to prior OD intervention period. Important factor that allowed change process to be so successful was close involvement of the government from the early stage of the CBF funding. 2005 also saw Romania RC finalize support from the CBF as planned and move to supporting ongoing programming and the internal change process from own funding.

The National Societies who benefited from the CBF support were encouraged to feed learning back into regional processes and networks to inform future capacity building support. Particular emphasis was given to funding National Society peer support and exchange of expertise and knowledge. *Regional Centre of Reference on Community Education in Disaster Management* programme of the Costa Rica RCS, *Cross-Border Youth Integration and Cooperation Programme* of the Belarus, Moldova & Ukraine RCS, and *Skill Share* are the best examples. Also a second knowledge sharing meeting between the three National Societies of Central and Eastern Europe (Romania, Poland and Latvia) took place and provided an opportunity for experience sharing of similar organizational change processes supported by the Fund. This was a follow-up on the CBF funded initiative of the previous year and allowed for further mutual learning between these three Societies but also with other National Societies from the region.

In April, the Federation's Governing Board requested further development of consultation process within the Federation and with ICRC to develop a clear common approach for the Movement including strategies, terminology, structures, profiles and measurement for OD and CB. All National Societies were urged to increase technical and financial support to their own capacity building and the Capacity Building Fund. In-line with the Governing Board priorities, the CBF continued support for important volunteering and youth initiatives in relation to national society capacity building (e.g. the youth programme in Belarus, Moldova and Ukraine or the volunteering support to Uruguay and Venezuela).

Improvement of the selection process and particularly tightening of the selection criteria is being undertaken at the time when this report is issued. In April 2006, the National Societies were asked through the Secretary General letter to all national societies to share their views on how the long term future for the Fund can be secured. This consultation process demonstrates on-going effort to be closer to the recipients in order to better understand their needs and be able to respond to them in the most effective way. These actions draw directly from previous years learning where the need of clearer and more specific CBF criteria has often been expressed. Once implemented, this change is expected to have a significant value in improving the selection process.

### **The CBF as an effective vehicle for capturing and sharing good practice and lessons learned:**

Some technical assistance was provided to National Societies, including support of the OD delegates who followed-up on implementation, monitoring and evaluation as well as proper reporting of CBF-funded programmes. Limited progress was achieved in the field of sharing good practice and lessons learned. Although 2005 saw some further steps to share the Argentine Red Cross case study and the commissioning with support from the Swedish RC of a case study to document the process for East Timor Red Cross to reach recognition as a national society, the other planned case studies or field monitoring visits did not take place due to lack of sufficient funding and human resource capacity. It is planned to focus on these developments if relevant financial resources emerge and the planned future changes to the management of the Fund go ahead.

Importantly in 2005 work was done to prepare for and commission a review of the CBF. This had previously been planned to review the work and added value of the Fund after five years of operation. A TOR was drawn up (in consultation with key stakeholders) and a consultant commissioned to start work in December 2005. The report was finalized in February 2006 and draws some clear conclusions and recommendations relating to the value of the Fund, particularly in relation to multi-year funding and the potential for future changes and development of the Fund. Among other recommendations the review proposed appointment of a full-time dedicated manager at senior officer level, establishment of a steering committee, direct application system, two application periods per year as well as redefinition and tightening of the selection criteria. These proposals will be used to inform changes to the future development and management of the Fund, including knowledge sharing potential for the Fund. If you would like a copy of the review please contact the OD Department.

### **2005 allocations of the Capacity Building Fund**

<b>Continuation of multi-year programmes</b>	<b>New multi-year programmes</b>	<b>Short-term programmes</b>
<u>Year two of two-year funding:</u> Afghanistan Caribbean Region Costa Rica  <u>Year two of three-year funding:</u> Argentina Brazil East Timor Latvia Nepal Poland South Africa  <u>Year three of three-year funding:</u> Sudan	<u>Year one of two-year funding:</u> Azerbaijan Belarus, Moldova, Ukraine Central African Republic Honduras Russia South America Uzbekistan Vietnam  <u>Year one of three-year funding:</u> Cambodia East Africa Fiji Iran Mongolia Myanmar Pakistan Papua New Guinea Rwanda Seychelles South America (Uruguay/Venezuela)	Angola Bolivia Georgia Ghana Iraq Lesotho Moldova Palestine Panama South America Tajikistan Yemen

**[Financial report below; click here to return to the title page](#)**

## CAPACITY BUILDING FUND

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal Code	M05AA083
Budget Type	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>A. Budget</b>				5,000,000		5,000,000
<b>B. Opening Balance</b>				2,284,120		2,284,120
<b>Income</b>						
<u>Cash contributions</u>						
<i>British Red Cross</i>				993,800		993,800
<i>Canadian Red Cross Society</i>				487,575		487,575
<i>Finnish Red Cross</i>				173,096		173,096
<i>Norwegian Red Cross</i>				100,000		100,000
<i>Swedish Red Cross</i>				38,188		38,188
<b>C1. Cash contributions</b>				1,792,658		1,792,658
<u>Other Income</u>						
<i>Interest Rate Paid on General Funds</i>				2,486		2,486
<b>C6. Other Income</b>				2,486		2,486
<b>C. Total Income = SUM(C1..C6)</b>				1,795,144		1,795,144
<b>D. Total Funding = B +C</b>				4,079,264		4,079,264

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>B. Opening Balance</b>				2,284,120		2,284,120
<b>C. Income</b>				1,795,144		1,795,144
<b>E. Allocations</b>				-2,401,107		-2,401,107
<b>F. Closing Balance = (B+C+E)</b>				1,678,157		1,678,157

CAPACITY BUILDING FUND

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal Code	M05AA083
Budget Type	APPEAL

All figures are in Swiss Francs (CHF)

III. Allocations Breakdown

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>Allocations</b>						
<i>Pakistan OD</i>				-40,000		-40,000
<i>Papua NG Branch Network</i>				-51,065		-51,065
<i>Fiji OD</i>				-95,115		-95,115
<i>Afghanistan Branch Devt</i>				-75,000		-75,000
<i>Myanmar Development</i>				-80,000		-80,000
<i>Vietnam ID</i>				-36,775		-36,775
<i>East Timor OD</i>				-92,000		-92,000
<i>Cambodia ID</i>				-70,300		-70,300
<i>Mongolia IRD</i>				-61,884		-61,884
<i>S.Africa OD</i>				-60,000		-60,000
<i>Russia Capacity Building</i>				-72,600		-72,600
<i>Iran Women's role in Commt</i>				-90,099		-90,099
<i>Nepal Resource Mobilization</i>				-45,015		-45,015
<i>Azerbaijan Branch Development</i>				-40,000		-40,000
<i>Georgia</i>				-65,000		-65,000
<i>Brazil OD</i>				-52,495		-52,495
<i>Argentine OD</i>				-41,950		-41,950
<i>Yemen Computer in Branches</i>				-45,475		-45,475
<i>Ghana Restructuration</i>				-47,375		-47,375
<i>Angola OD</i>				-50,000		-50,000
<i>Latvia OD</i>				-75,548		-75,548
<i>Honduras Volunteering</i>				-34,463		-34,463
<i>Panama Planning</i>				-50,000		-50,000
<i>Uzbekistan OD</i>				-37,860		-37,860
<i>BY,MD,UA Youth Programmes</i>				-44,643		-44,643
<i>Caribbean OD</i>				-58,680		-58,680
<i>Volunteering &amp; CIP (UY,VE)</i>				-65,000		-65,000
<i>Rwanda OD</i>				-80,111		-80,111
<i>E.Africa Leadership Training</i>				-43,275		-43,275
<i>Seychelles branch &amp; Youth Devt</i>				-26,894		-26,894
<i>S.America Leadership in Health</i>				-38,485		-38,485
<i>Central Africa Rep.</i>				-47,624		-47,624
<i>Sudan CB 5 Branches</i>				-71,355		-71,355
<i>Costa Rica DM</i>				-47,000		-47,000
<i>Angola OD</i>				-55,168		-55,168
<i>Poland OD</i>				-100,000		-100,000
<i>Lesotho OD</i>				-35,000		-35,000
<i>Chad Capacity Building</i>				-47,803		-47,803
<i>Bolivian RC Capacity Building</i>				-52,800		-52,800
<i>Palestine OD</i>				-65,000		-65,000
<i>Argentina OD</i>				-3,050		-3,050
<i>Moldova OD</i>				-15,000		-15,000
<i>Tajikistan OD</i>				-20,000		-20,000
<i>S.America RMC</i>				-24,200		-24,200
<i>Iraq OD</i>				-50,000		-50,000
<b>E. Total Allocations</b>				<b>-2,401,107</b>		<b>-2,401,107</b>