


Report 2006-2007

 International Federation
of Red Cross and Red Crescent Societies

Capacity Building Fund



Appeal No. MAA00011

03/04/2008

This report covers the period of 01/01/2006 to 31/12/2007 of a two-year planning and appeal process.



The Capacity Building Fund is divided into two subfunds:

-  Africa Subfund
-  Rest of the world Subfund

It offers two kinds of support:

- 50–65 per cent for intensified capacity-building
- 35–50 per cent for other organizational development (OD) support, as in previous years

In brief

Programme summary:

Measures were taken to improve the strategic use of the Capacity Building Fund (here after called “the Fund”).

The structure of the Fund was modified to give special priority to Africa, as per the Governing Board’s decision in 2006 and 2007. It is now made up of the Africa Sub-Fund and the Rest of the World Sub-Fund.

The two Sub-Funds now offer three kinds of support: 1) organizational development (OD) and capacity-building programmes, 2) the Intensified Capacity Building modality of the International Federation’s new operating model (this alone will bring financial and technical support to one third of the 186 National Societies within three years), 3) and the Urgent Organizational Development intervention reserve.

To improve the stakeholders’ engagement, an Expert Advisory Panel composed of expert representatives from National Societies and partners was established to provide objective and technical professional assessments on the applications.

A dedicated fund manager was recruited in May 2007, and a Committee was established in September

2008 to oversee the management of the Fund.

Special sections on the International Federation's internal (FedNet) and external website were created in 2007, to contribute to increasing the transparency of the Fund, the visibility of its activities and the knowledge sharing generated and captured through the granted programmes.

Goal: To support National Societies in building relevant and sustainable capacity in order to make a significant difference to the lives of vulnerable people.

Needs: Total 2006-2007 budget is of CHF 8 million (USD 7,155,635 or EUR 4,848,485).

[Report 2006](#)

[Report 2007](#)

[Report 2006/2007](#)

No. of people we help: During the reporting period, 46 grants were allocated by the Capacity Building Fund through three different kinds of support. The Fund reached 46 distinct National Societies.

Current context

The 2006 five-year external review on the functioning and added value of the Capacity Building Fund, and the decision of the Governing Board to upgrade it, were followed by significant measures to utilize the Fund more effectively, towards a strategic approach to provide capacity development support to National Societies.

With the support of National Societies and the Governments of Japan, Canada, United Kingdom, Finland and Sweden, the International Federation was able to launch the new Intensified Capacity Building modality and urgent OD intervention reserve, in parallel to its ongoing programmes.

Progress towards objectives

Objective: An effectively managed Capacity Building Fund, supporting innovative, quality programmes that strengthen National Societies and develop International Federation knowledge on capacity building.

Recommendations as underlined by the Secretary General in his May 2006 letter to all National Societies:

- The Capacity Building Fund requires a senior officer who is highly committed to running the Fund as a significant part of his/her responsibility, using a results-based approach. Lessons learned from this process will be important in improving the Fund.
- The Fund will be overseen by a small steering committee, involving the investors to the Fund, a recipient representative, and a representative from the secretariat's senior management.
- National Societies will be encouraged to apply directly to the Fund.
- Selection criteria will be redefined, with special emphasis on the implementation of the International Federation's Global Agenda Goal for local capacity building.
- Rapid dispersal system to tackle integrity challenges will be explored.
- Bringing the level of the Fund to CHF 5 million per year.

2007 Governing Board 2007 decisions to be implemented:

- Support intensified capacity-building in National Societies, and create a special fund for capacity building in Africa;
- Approved the revised rules for the Capacity Building Fund, including its Sub-Funds.

Achievements:

Measures were undertaken to improve the Fund management, programme monitoring and reporting system. An internal initiative in 2006 to clear balances from previous years' grants contributed to the improved accountability of field managers, and the overall management of the Fund.

A dedicated Fund Manager was recruited in May 2007. His first priority was to re-vitalize a Committee at the Secretariat (that now oversees the Fund). The Committee is chaired by the Deputy Secretary General, and includes three directors and the head of the OD department.

The Fund now consists of the Africa and Rest of the World Sub-Funds. Half of each contribution received since November 2006 has been allocated to the newly established Africa Sub-Fund as per the financial rules adopted by the Governing Board. In 2007, the Sub-Fund received CHF 889,000, and this amount was doubled by a matching amount from the International Federation Secretariat reserves.

The Capacity Building Fund now proposes three kinds of support.

Organizational development and capacity-building programmes

Thirty-one grants were allocated for the continuation or termination of multi-year ongoing programmes of the Fund's traditional support. A new call for applications was launched in July 2007 with revised guidelines and applications procedures. Special priority was given to organizational change processes to create or strengthen National Society structures and services at the community level, in line with Global Agenda goal 3 "Increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability".

The Intensified Capacity Building modality

A growing part of the Capacity Building Fund is used to finance this key element of the International Federation's new operating model, which combines technical and financial support to selected National Societies. For this modality, National Societies can apply directly to the Fund. Two pilot programmes in Burundi and Ghana were initiated in 2006 and 2007, and financed by the Capacity Building Fund. They are now both coordinated by the Organizational Development department at the secretariat in Geneva, who provides the technical support, as well as receives financial support through the Institutional Strategy partnership between the British Department for International Development (DFID) and the International Federation. More information on the two pilots' objectives and achievements can be found in the Organizational Development Report 2006-2007.

The first round of the Intensified Capacity Building modality was launched in May 2007. Eight of the twenty seven National Societies who applied were short-listed, four which are in Africa, in line with the commitment to prioritize that region. The eight National Societies received up to CHF 50,000 to develop an Intensified Capacity Building proposal in the form of a detailed capacity-building plan, which was due by 15 December 2007. Five will finally be selected by the Capacity Building Fund Committee, following the Expert Advisory Panel review. They will receive up to CHF 100,000 per year, and technical support from the secretariat zone offices for three years.

The second round to apply for Intensified Capacity Building support was launched in December 2007. The International Federation's initial target is to select five National Societies every six months and gradually reach 30 within three years. In addition, at the end of every year, 10 National Societies who are not finally selected will receive financial and technical support to develop a capacity-building plan. For more information on the specificity of this new modality, see the "Contributing to longer term impact" section.

Urgent OD intervention reserve

"The National Societies and their International Federation are accountable to their stakeholders and each other for maintaining the standards and quality of their services as well as the effective and efficient use of resources and for taking action to address any shortcomings"¹. It is the responsibility of the International Federation to support member National Societies in addressing any integrity problems. The urgent OD intervention reserve is a special facility to address urgent issues such as integrity cases². It was created with a fast-track application procedure in February 2007. A first "emergency" allocation was granted in March 2007, which allowed the International Federation zone office to provide legal support, professional advice and guidance to a National Society in addressing an urgent situation.

Challenges or Constraints:

In February 2007, the Governing Board strongly urged National Societies to make financial contributions to the upgraded Capacity Building Fund. A revised appeal of CHF 5 million for 2007 was then launched on 23 February through the Fund programme update, but no new donor expressed interest during the reporting period. Even though one National Society significantly increased its annual contribution for 2008, the current level of funding is not sufficient and will only cover 25 per cent of the needs for 2009.

2006-2007 grants

Project title		Amount (CHF)	Project code	PMN No.	End of time-frame
Africa					
Cameroon	Capacity-building (year 3 of 3)	53,022	PCM001	0605083	31.05.2007
Central African Republic	Capacity-building (year 2 of 2)	57,483	PCF001	0605084	31.05.2007
South Africa	Marketing and resource mobilization (year 3 of 3)	60,000	PZA006	0602049	28.02.2007
Burundi	Intensified Capacity Building pilot (pilot year)	41,600	PBI001	0611046	14.11.2007
Benin	Intensified Capacity Building round 1- plan preparation	50,000	PBJ002	-	31.01.2008
Comoros	Intensified Capacity Building round 1- plan preparation	50,000	PKM004	-	31.01.2008
Zambia	Intensified Capacity Building round 1- plan preparation	50,000	PZM008	-	31.01.2008
	Total	362,105			
Americas					
Argentina	Organizational change (year 3 of 3)	30,000	PAR002	0604081	30.04.2007
Brazil	Strategic planning process (year 3 of 3)	54,500	PBR001	0604080	30.04.2007
Costa Rica	Reference centre for community education in disaster management (year 2 of 2)	46,720	PCR161	0603067	31.03.2007
S.America (Urug/Venez)	Regional volunteering and community integrated programme pilot (year 2 of 3)	85,111	P46007	0604078	15.06.2007
South America	Leadership in health (year 2 of 2)	38,485	P46401	0604079	30.04.2007
Peru	OD (year 1 of 1)	25,000	P46006	0704124	16.10.2007
Brazil	Institutional strengthening (year 4 of 4)	55,000	PBR001	0704114	30.04.2008

¹ International Federation Policy on the protection of integrity of National Societies.

² Integrity case: the extent to which the National Societies and their International Federation do not possess the will and the ability to act in pursuit of their respective declared objectives, policies and standards in full accordance with the Fundamental Principles of the Movement (i.e. violation of the Fundamental Principles, non adherence to the statutes of the Movement, political and/or administrative interferences in the National Society affairs relating to government control, key appointments in the National Society, financial dependence and political allegiance, etc.)

Caribbean	Developing the capacity of Caribbean NS (year 1 of 2)	118,000	P49002	0712140	31.12.2008
El Salvador	Intensified Capacity Building round 1- plan preparation	50,000	PSV007	-	31.01.2008
	Total	502,816			
Asia and Pacific					
Afghanistan	Branch development and capacity strengthening (year 2 of 2)	100,000	PAF006	0602066	28.02.2007
Cambodia	OD and capacity-building (year 2 of 3)	50,000	PKH015	0603077	31.03.2007
East Timor	OD and preparation for National Society status (year 3 of 3)	55,000	PTP001	0603076	01.05.2007
Fiji	OD (year 2 of 3)	87,117	P55907	0605027	31.05.2007
Mongolia	Management capacity and financial resources development (year 2 of 3)	50,000	PMN005	0603090	31.03.2007
Myanmar	Branch financial development (year 2 of 3)	59,240	PMM005	0604110	30.04.2007
Nepal	Resource mobilization (year 3 of 3)	24,405	PNP002	0603069	30.06.2007
Papua New Guinea	Extending the branch network (year 2 of 3)	47,948	PPG001	0604185	30.04.2007
Vietnam	Financial development (year 2 of 2)	29,981	PVN015	0603075	31.03.2007
Mongolia	Management capacity & financial resources development (year 3 of 3)	46,545	PMN005	0703146	31.12.2007
Cambodia	OD and capacity-building (year 3 of 3)	63,534	PKH015	0703145	31.12.2007
Afghanistan	Branch development and capacity strengthening (year 3 of 3)	50,000	PAF006	0602066	31.12.2007
Myanmar	Branch financial development (year 3 of 3)	46,545	PMM006	0604110	30.04.2007
Fiji	OD year (year 3 of 3)	86,900	P55907	0709003	31.12.2007
China	Intensified Capacity Building round 1- plan preparation	50,000	PCN006	-	31.01.2008
	Total	847,215			
Europe					
Azerbaijan	Branch development (year 2 of 2)	40,000	PAZ008	0603089	31.03.2007
Belarus, Moldova and Ukraine	Cross-border youth programme (year 2 of 2)	39,398	P67011	0602061	28.02.2007
Georgia	Branch development (year 2 of 3)	52,000	PGE013	0603088	31.03.2007
Latvia	OD (year 3 of 3)	49,105	P66916	0603091	31.03.2007
Poland	OD (year 3 of 3)	80,000	P66916	0603092	31.10.2007
Russia	OD and capacity-building of regional branches (year 2 of 2)	40,000	PRU028	0605007	31.05.2007
Uzbekistan	OD and resource development of two regional branches (year 2 of 2)	23,000	P70006	0603087	31.03.2007
Georgia	Branch development (year 3 of 3)	20,800	PGE013	0706071	31.02.2008
Belarus	Youth Development (year 1 of 3)	40,000	PBY016	0712128	31.12.2008
Turkmenistan	New statutes implementation programme (year 1 of 1)	45,000	P70006	0712141	31.12.2008
Kyrgyzstan	Improved NS financial systems leading to compliance with the criteria for the cash transfer system (year 1 of 2)	49,834	P70006	0712142	31.12.2008
Ukraine	Modernization of Ukrainian Red Cross Society (URCS) visiting nurses service (year 1 of 1)	47,901	PUA017	0801030	31.12.2008
Macedonia	Intensified Capacity Building round 1- plan preparation	50,000	PMK004	-	31.01.2008
	Total	577,038			
Middle-East and Northern Africa					
Morocco	Intensified Capacity Building round 1- plan preparation	50,000	PMA004	-	31.01.2008
Yemen	Intensified Capacity Building round 1- plan preparation	50,000	PYE009	-	31.01.2008
	Total	100,000			

Working in partnership

To improve the stakeholders' engagement, an Expert Advisory Panel composed of expert representatives from National Societies and partners was established to provide objective and technical professional assessments on applications. Draft terms of reference for the panel were shared with National Societies in May 2007, and the selection process was finalized in December. The Expert Advisory Panel has been invited to a first in February 2008 to review the plans of the first round of Intensified Capacity Building support.

Communication platforms were also created for the Capacity Building Fund. It increased the visibility of its activities, the use of its grants and the knowledge generated. In addition, it promoted knowledge sharing on organizational development and capacity-building work between recipient National Societies, partner National Societies and International Federation staff.

- A special section on the International Federation's internal website (FedNet) was launched in May 2007, and is regularly updated. It includes all the information available on the Fund, donor contributions, allocations, reports, applications guidelines as well as a "Knowledge Centre", where National Societies can share their experiences, and read lessons learned, best practices and case studies from other programmes. Go to: <https://fednet.ifrc.org/sw122097.asp>.
- A Capacity Building Fund section on the International Federation public website was also created. It is aimed at giving more visibility to partners' contributions and the results achieved through the Fund's grants. Go to: <http://www.ifrc.org/CBF>
- In addition, a four-page informative brochure, designed to enhance communication with partners and promote the Fund, was widely distributed to partner National Societies and donors, or made available during international events such as the 7th European Regional Conference in Istanbul and the statutory meetings in 2007.

Contributing to longer-term impact

Over the years, the International Federation has provided organizational development and capacity-building support to National Societies through the Capacity Building Fund, mostly targeting individual programmes, and trying to reach as many of them as possible with limited resources. Although successful, this has often not made them stronger in the long run. It is hoped that linking the Capacity Building Fund to the Intensified Capacity Building modality will improve the strategic use of resources.

Through the Intensified Capacity Building modality and revised guidelines and criteria for capacity-building support to National Societies, the Fund has aligned its activities to better reach the International Federation's Global Agenda goals. Priority has been given to organizational change processes to create or strengthen National Society structures and services at the community level, in line with the Global Agenda goal 3.

Looking ahead

From 2008 to 2009, an amount of CHF 5 million will be used to provide Intensified Capacity Building support to 20 National Societies. This includes the investment in planning of another 20 National Societies that will be short-listed, but not selected.

The Intensified Capacity Building selection will be done twice a year. In the third year, 30 National Societies will be supported, of which 10 will "graduate" and 10 new chosen every year. This means that

this modality alone will bring financial and technical support to 60 National Societies within three years, which is almost one third of the 186 members of the International Federation.

In addition, approximately CHF 4.5 million will be needed to fund individual capacity-building project proposals addressing specific organizational development and capacity building areas, with special attention given to the service delivery capacity at the community level.

Activities planned for 2008 to 2009 will rely on the contributions from previous and new partners.

How we work	
<p>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) in delivering quality and accountable 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</p>	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
<p>For further information on this Appeal, contact: Jean-Etienne Brodier, Senior Officer, Funds Management, Organizational Development Department, Geneva; e-mail: je.brodier@ifrc.org ; phone: +41 22 730 4339; and fax. + 41 22 733 03 95.</p>	