

Annual report



International Federation
of Red Cross and Red Crescent Societies

Capacity building fund (CBF)

Appeal No. MAA00011

30/04/2009

This report covers the period 01/01/2008 to
31/12/2008.



The leaders and staff of the Henan branch of the Red Cross Society of China map out their plans to create a strong grassroots level during the intensified capacity building planning workshop in Zhengzhou, Henan, China.
International Federation

In brief

Programme purpose: The capacity building fund (CBF) is a multi-year funding mechanism designed to support National Societies' organizational capacity to deliver services to address the most urgent situations of vulnerability.

Programme(s) summary: The capacity building fund provided the following support in 2008:

- **Pilot project** – “Mobilizing sustainable local capacity in Africa”. The CBF contributed to support technically and financially (CHF 89,645) the development of pilot projects managed by the Burundi and Ghana Red Cross Societies. The Burundi Red Cross pilot is the most advanced example of the International Federation's intensified capacity building strategy. Through the project, 1,100 new local Red Cross units have been created. Their 77,545 volunteers assisted 8,666 of their communities' most vulnerable people throughout 2008.
- **Intensified capacity building (ICB)** – In the first three rounds of this modality, 27 National Societies received financial (CHF 1.4 million in total out of which CHF 1.09 million was allocated in 2008) and technical support for their ICB plan preparation and implementation.

- **Specific organizational development support (SOS)** – Nine National Societies who are not receiving ICB support received financial and technical support for specific development initiatives (CHF 523,007).
- **Urgent OD intervention** – Two zone offices received financial support (CHF 51,625 in total) to address urgent OD situations faced by two National Societies.
- **Various** – A CHF 150,705 grant from the CBF allowed the New Partnership for African Red Cross and Red Crescent Societies (NEPARC) to train leaders from 22 National Societies in good governance through two workshops. Twelve out of the 22 National Societies would then be able to undertake SGS¹ audits financed by various partners, four of which took place in 2008 and were financed from the CBF grant.

Financial situation: The total budget for 2008 was CHF 5,100,000 (USD 4,857,143 or EUR 3,400,000) of which 43 per cent was covered. Expenditures and allocations overall was 91 per cent of the annual income.

The five million francs closing balance has already been allocated. It includes a one million francs permanent reserve and four million francs for commitments already taken for 2009 and 2010; mainly the second and third year of ICB and SOS implementation.

In 2009, support by the fund to National Societies will to a large extent rely on its reserves. New contributors to the CBF are urgently needed to allow the continuation and scaling-up of the OD support to National Societies in the coming years.

[Click here to go directly to the attached financial report.](#)

See also

- [Organizational development annual report 2008.](#)

No. of people we help: The CBF allowed 48 National Societies to receive financial and technical support for their organizational development, 26 of which are in Africa.

Our partners: The current support provided by the fund to National Societies is possible thanks to the valuable contributions from the governments and National Societies of Britain, Sweden, Finland and Netherlands. In recognition of this, these partners who contributed more than CHF 250,000 annually were given the ability to propose an OD expert practitioner in the CBF's expert advisory panel (see the section "Working in partnership"). Other partners who provide an expert in the CBF's expert advisory panel include the National Societies of Jamaica, Kazakhstan, Nepal, Norway and Ghana.

Context

The capacity building fund is a multi-year funding mechanism designed to support National Societies' own development efforts to improve their service delivery capacity at the local community level, to address the most urgent situations of vulnerability, and to reduce their dependency on foreign funding.

The capacity building fund offers the following types of support:

¹ Société Générale de Surveillance

- **Intensified capacity building:** The main National Society development strategy of the International Federation's secretariat. Its aim is to strengthen National Red Cross and Red Crescent Societies in order to best serve vulnerable people through a tailor-made and holistic approach. It helps selected societies build the organizational capabilities needed to scale-up countrywide service delivery. Assistance is provided for a minimum of three and a half years. For more information, see the "Contributing to longer-term impact" section.
- **Specific OD support:** Addresses specific development initiatives, particularly for National Societies which are not receiving ICB support. Assistance is provided for one to three years.
- **Urgent OD interventions:** Special, one-off small-scale and rapid responses from the International Federation to organizational challenges, such as integrity cases, faced by specific National Societies. Urgent OD interventions have fast-track application procedures, and result in small disbursements of cash from CBF, which are used by zone offices as start up capital, until the International Federation develops a plan of action to handle the case.

Progress towards outcomes

Capacity building fund

Outcome(s)/Expected result(s)

From 2008 to 2009, CHF 4.9 million is budgeted to provide ICB support to 20 National Societies, with another 20 receiving support for planning. In addition, CHF 4.58 million will finance individual OD and capacity-building project proposals addressing specific development areas, including urgent OD interventions.

Achievements

During the reporting period, the CBF allowed 48 National Societies to receive financial and technical support for their organizational development, 26 of which are in Africa².

The following support was provided through the fund:

- **Intensified capacity building** – In the first three rounds of this modality, 27 National Societies received financial and technical support for their ICB plan preparation (a three-year holistic development plan for the entire National Society). Among the 27:
 - Three National Societies were in the final selection and started the implementation of their three-year plan (each receiving directly CHF 100,000 per year and external OD support from Federation offices).
 - Two will receive ad-hoc specific support based on identified needs.
 - Six were advised to review their approach and plan based on the recommendations they received as part of the selection process.
 - Ten are currently preparing their ICB plan.

² North Africa not included

In line with the Governing Board decision to place special priority on Africa, the OD department organized an ICB plan preparation workshop for the Secretary Generals of Central Africa, Benin and the Democratic Republic of the Congo Red Cross Societies. In total, CHF 1.4 million was provided to the 27 societies for the first three rounds, out of which 1 million was allocated during 2008.

- **Specific OD support** – Nine National Societies who are not receiving ICB support received financial and technical support for specific development initiatives, for a total amount of CHF 646,447.
- **Urgent OD intervention** – Two zone offices received financial support for a total of CHF 52,008 to tackle urgent OD situations faced by two National Societies.
- **Pilot project “Mobilizing sustainable local capacity in Africa”** - The CBF contributed to support technically and financially the development of the pilot projects managed by the Burundi and Ghana Red Cross Societies.
- **Various** – A grant of CHF 150,705 from the CBF allowed NEPARC to provide training for leaders of 22 National Societies in “institutions operations”, governance and financial sustainability through two workshops within its “Promoting good governance through certification” programme. Among these National Societies, four then undertook SGS audits, as well as an additional eight through contributions of other Partner National Societies.

Constraints or Challenges

The target of 10 National Societies selected for intensified capacity building and the Governing Board decision to allocate 50 per cent of capacity-building resources to Africa could not be met in the first two rounds. As underlined by the expert advisory panel of the CBF during their two meetings in 2008, the International Federation’s secretariat needs to improve the external OD support system to National Societies.

National Societies

The following section gives a grasp by zone of the activities undertaken in 2008 through the CBF grants. The lines in blue in the tables are the grants for which the time-frame was not over at the time of reporting. They will be reported upon in the next programme update. Full reports and updates on former grants are available on FedNet in the CBF section or upon request to the funds manager.

Africa zones

AFRICA					
National Society(ies)	Project title	Amount (CHF)	Project code	PMN No.	End of time-frame
Ghana	ICB pilot project (second part of year 1)	89,645	PGH004	0801081	31.05.2008
<i>Grant 2 Confidential</i>	Urgent OD Intervention	25,000	XXX006	0811088	28.02.2009
NEPARC	Promoting good governance through the audit process	150,705	G00122	0810044	31.12.2008
Malawi	ICB 2nd Round - Plan preparation	50,000	PMW016	–	30.09.2008
Namibia	ICB 2nd Round - Plan preparation	50,000	PNA016	–	28.02.2009
Seychelles	ICB 2nd Round - Plan preparation	30,000	PSC004	–	28.02.2009
Ethiopia	ICB 3rd Round - Plan preparation	30,000	PET023	–	31.03.2009

Congo	ICB 3rd Round - Plan preparation	30,000	PCD012	–	31.03.2009
Benin	ICB 3rd Round - Plan preparation	30,000	PBJ012	–	31.03.2009
Central Africa	ICB 3rd Round - Plan preparation	30,000	PCF007	–	31.03.2009
Total Africa		515,350	31.27%		

Pilot project “Mobilizing sustainable local capacity in Africa”

A global pilot project: “Mobilizing the local capacity of Africa” was initiated in 2006. Burundi and

Ghana Red Cross Societies are establishing nationwide networks of community-based Red Cross units and services, expanding the number of their volunteers over three years. They receive shared financial support from the British Department for International Development (DFID) and the CBF, and technical support from the OD department in Geneva, in coordination with respective zone offices. They also serve as pilot projects for the intensified capacity building strategy.

In April 2008, the CBF manager organized and accompanied the Secretary General and project coordinator of each society on a study trip to the Norwegian and Swedish Red Cross Societies, thanks to their generous support. The trip aimed at studying the National Societies’ coordination and supporting system to their local units, and allowed a comparison of the four respective societies, and the identification of what is applicable in African contexts.

Burundi Red Cross

Outcome(s)/Expected result(s)

- The capacity of the Burundi Red Cross to enable a more sustainable service delivery to the most vulnerable communities is strengthened at the local level by creating a grassroots local branch in each of the 2,725 *collines* of the country.

Achievements

- Through the project, 1,100 new local Red Cross units have been created so far, and are functional. Their 77,545 volunteers, have delivered services for two to four hours a week, and have assisted 8,666 of most vulnerable people living in their communities during 2008.
- The most impressive service delivered was the construction of 1,860 thatched roof houses for vulnerable people. Their value is 150,660,000 Burundi francs (CHF 145,575). This is quite a substantial amount of money to be raised locally. This also does not include many additional services carried out by volunteers such as fetching water, collecting fire wood or bringing ill people to health centres or hospitals.
- The programme performance and results have been evaluated by the society, and lessons learned already shared with sister societies such as those of Rwanda, Central African Republic, Ghana as well as the International Federation.

Constraints or Challenges

- Coaching from the secretariat offices has not been regular, and the local units were not visited.

- The coordination and support system to local units is poorly understood by some National Society staff and by branch governance representatives.
- Other societies in the East Africa zone say there is not enough documentation on the pilot project.

Ghana Red Cross

Outcome(s)/Expected result(s)

- At the end of the project period, the National Society will have established active chapters in about 10 per cent of the 78,664 communities.
- Branches will be strengthened to ensure a sustainable service delivery and thus facilitate:
 - (a) Self-organized and well-managed community units at the local level, capable of mobilizing local resources for their activities.
 - (b) Important, but simple and effective volunteer services which can be complemented with ad-hoc activities when urgently needed.

Achievements

- Fifteen community-level chapters (with a total of around 450 volunteers) were created as part of the first year “entrepreneurial phase,” and are delivering basic and regular clean-up exercises, as well as promoting hygiene and sanitation in their respective communities.
- The leaders of most of the communities with a new chapter have offered parcels of land to the new community units, either for farming or to construct Red Cross facilities.

Constraints or Challenges

- Certain activities and events were not budgeted. This brought some financial constraints on the management of the project. For instance:
 - (a) frequency of visits to the communities for discussions and training sessions in respect of transportation costs and other logistics were under-estimated;
 - (b) the cost of the official launching of the project and the inauguration of the model district was higher than budgeted,
 - (c) the number of participants to the various dissemination events was far higher than the projected numbers (e.g. National Youth Camp, National Mothers Clubs Congress, 3rd Consultative meeting)

NEPARC: promoting good governance through peer-to-peer and audits

Outcome(s)/Expected result(s)

- Reinforce the capacities of 20 to 25 African National Societies in terms of governance, leadership and financial management.
- Assist four National Societies to carry out independent third party audits to strengthen their administrative and leadership capacities.

Achievements

- NEPARC conducted two workshops for National Societies of 22 French and English speaking African countries:
 - a) **Group 1** (English speaking): Egypt, Ghana, Lesotho, Liberia, Malawi, Madagascar, Namibia, Nigeria, Sierra Leone, Sudan, Tanzania, Zambia, and Zimbabwe.
 - b) **Group 2** (French speaking): Benin, Burundi, Cameroon, Central African Republic, Comoros, Côte d'Ivoire, Rwanda, Togo and Tunisia.
- Twelve National Societies were then audited by the SGS. Four National Societies were financed through this CBF grant and eight others by other Partner National Societies.

Constraints or Challenges

- The cost of the workshops was higher than expected because translation had to be added for French speaking African National Societies.

Americas zone

AMERICAS					
National Society(ies)	Project title	Amount (CHF)	Project code	PMN No.	End of time-frame
National Society "X" (confidential)	Reconstruction of the National Society "X" (year 1 of 3)	75,973	XXX006	X	31.12.2008
South America	Youth leadership (year 2 of 2)	61,067	P46007	0808059	31.01.2009
Grant 1 (confidential)	Urgent OD intervention. Re-establishing the governance	26,625	YY030	Y	30.06.2008
Caribbean	Developing the capacity of Caribbean NS (year 1 of 2, second transfer of a total of 118,000 pledged in 2007)	118,000	P49002	0712140	28.02.2009
Colombia	ICB 2nd Round - Plan preparation	50,000	PCO006	_	28.02.2009
Brazil	ICB 2nd Round - Plan preparation	20,000	BR006	_	31.12.2008
Total Americas		284,048	17.24%		

National Society "X" – Reconstruction of the National Society

Outcome(s)/Expected result(s)

- The National Society members are committed to the reconstruction process.
- The National Society has an adequate organizational structure with sufficient resources to remain operational.
- The National Society has democratized and strengthened its juridical foundations.

Achievements

- The National Society should soon be in a position to end a three-year judicial intervention, and return to its full independence and its International Federation membership.
- In the two national assemblies of July and September 2007, the membership firmly expressed its commitment in holding elections as soon as possible.

- Legal advice from a lawyers firm has been provided to the members in the development of the electoral process, including the development of national, provincial and district electoral rules approved in the September national assembly.

Constraints or Challenges

- Planned outcomes will only be developed once the new governing bodies have been elected, and after they recruit an executive director according to statutes.

National Society “Y” – Urgent OD intervention

Outcome(s)/Expected result(s)

- The members of the provisional executive committee of the society together with the International Federation have the legal, administrative and technical instruments needed to organize and implement the electoral process.

Achievements

- A legal study and a financial diagnosis were conducted with a law firm and the International Federation’s support.
- The provisional executive committee, the International Federation and the International Committee of the Red Cross (ICRC) jointly established procedures and a plan of action to restore the governance of the society. A four-stage outline was formulated:
 - a) Revision and adjustment of the legal framework.
 - b) Auditing of Red Cross branches.
 - c) Integration of the national commission.
 - d) Elections of municipal and departmental branches, volunteer corps and the executive committee.
- The necessary paperwork was done to ensure normal continuation of projects supported by Partner National Societies.

Constraints or Challenges:

- Re-establishment of the governance highly depends on several internal and external factors such as availability of financial resources, personal interests, internal conflicts between members of the national governing board, natural disasters and socio-political instability.

Asia Pacific zone

ASIA PACIFIC					
National Society(ies)	Project title	Amount (CHF)	Project code	PMN No.	End of time-frame
Kiribati	ICB 2nd Round -Plan preparation	30,000	PKI003	–	31.12.2008
China	ICB 1st Round - implementation process (year 1 of 3)	106,952	PCN006	–	29.08.2009
Cambodia	ICB 3rd Round - Plan preparation	30,000	PKH019	–	31.03.2009

Mongolia	ICB 3rd Round - Plan preparation	30,000	PMN009	–	31.03.2009
Philippines	ICB 3rd Round - Plan preparation	30,000	PPH013	–	31.03.2009
Total Asia & Pacific		226,952	13.77%		

Kiribati Red Cross Society – ICB 2nd round – plan preparation

Outcome(s)/Expected result(s)

- Create a three-year development plan as part of the ICB selection process. The aim is to extend the reach and services of the Kiribati Red Cross Society to vulnerable communities, by developing methods of expanding and supporting the volunteering network.

Achievements

- The society developed how they intend to expand both the society and its outreach into vulnerable communities through improving maternal health and responding to HIV. This preliminary work lays a foundation for the way the society works, regardless of whether or not it is selected for ICB support.
- The project planning process has increased the board's motivation and commitment.

Constraints or Challenges

- The availability of the the International Federation's secretary general and board members during the short time-frame allowed for the plan preparation.
- The society was unable to get input from the second most populated group of islands, the Christmas Islands, due to communication constraints.

Red Cross Society of China – ICB 1st round – plan preparation

Outcome(s)/Expected result(s)

- A successful ICB plan to be selected for the three-year implementation.
- A strong grassroots level of the Red Cross strengthened by community involvement and self-organized volunteers.

Achievements

- Creation of an internal inter-departmental task force with the full backing of the National Society's leadership.
- The task force identified areas of focus. The main focus is around volunteer management capacity through building more actively engaged volunteer teams.
- A pilot project related to HIV volunteer services was chosen to be set up for the first year, with the intention to develop a model that can be replicated in other programme areas

and also scaled-up as a participatory locally focussed planning process involving multiple stakeholders.

- The ICB plan was selected for the 1st round with very positive comments³.

Constraints or Challenges

- This application exercise illustrated many of the challenges the society faces in integrating planning across departments and across programmes.

Europe zone

EUROPE (including central Asia)					
National Society(ies)	Project title	Amount (CHF)	Project code	PMN No.	End of time-frame
Turkmenistan	New statutes implementation program (year 1 of 1)	45,000	P70006	0712141	31.12.2009
Kyrgyzstan	Improved financial systems (year 1 of 2)	49,834	P70006	0712142	31.03.2009
Belarus	Youth development (year 1 of 3)	40,000	PBY016	0712128	31.01.2009
Bosnia and Herzegovina	Capacity building (year 1 of 3)	89,708	PBA016	0805100	20.05.2009
Uzbekistan	Capacity strengthening and OD of 3 branches (year 1 of 3)	29,440	P70006	0802112	31.02.2009
Belarus	ICB 2nd Round - Plan preparation	50,000	PBY017	–	31.12.2008
Moldova	ICB 2nd Round - Plan preparation	50,000	PMD014	–	28.02.2009
Tajikistan	ICB 2nd Round - Plan preparation	50,000	PTJ020	–	31.12.2008
Macedonia	ICB 1st Round - implementation process (year 1 of 3)	107,653	PMK004	–	03.07.2009
Montenegro	ICB 3rd Round - Plan preparation	30,000	PME008	–	31.03.2009
Kyrgyzstan	ICB 3rd Round - Plan preparation	30,000	PKG014	–	31.03.2009
Uzbekistan	ICB 3rd Round - Plan preparation	30,000	PUZ013	–	31.03.2009
Total Europe		514,702	31.23%		

Belarusian Red Cross – Community-based youth development

Outcome(s)/Expected result(s)

- Development and promotion of youth initiatives, raised attention on the needs of the vulnerable.
- Leadership planning and volunteer management capacity building for staff, youth leaders and volunteers.
- Youth involvement in the Belarus Red Cross activities and decision making has increased.
- Volunteer management improvement.

³ To view the full report and plan : <https://fednet.ifrc.org/sw158803.asp>

- Improved cooperation between branches, local authorities and non-governmental organizations on support to youth community-based activities

Achievements

- The project has progressed according to the CBF application and its first phase is completed. All of the activities planned for 2008 have been implemented. After one year, some 300 volunteers and vulnerable people have already been mobilized and assisted to develop and implement nine community-based volunteer initiatives reaching 3,400 vulnerable people.

Constraints or Challenges

- Lack of staff at the district level. Many chairpersons work on a voluntary basis and as a result, it was difficult to implement the activities in certain districts.

Belarusian Red Cross – ICB 2nd round – plan preparation

Outcome(s)/Expected result(s)

- The ICB plan has been developed and the society has committed itself to focus on the development process during three years.

Achievements

- The ICB plan was developed as a result of a broad-based consultative and participatory process including self-assessment of the organization's capacity.
- The ICB plan fits well into the Belarus Red Cross strategic plan for 2008–2011, where the organizational development of the National Society and its local branches is among the key strategic directions.

Constraints or Challenges

- Short period of time for the development of the ICB plan and its presentation to interested audiences.
- Due to summer holidays, it was difficult to gather staff to attend all the working meetings.

Red Crescent Society of Tajikistan – ICB 2nd round – plan preparation

Outcome(s)/Expected result(s)

- The organizational development department of the Red Crescent Society of Tajikistan submitted its plan for the second round of applications for ICB support.

Achievements

- Facilitation of a two-day workshop for 25 branch representatives by an external consultant in cooperation with the International Federation's country representation on 4 to 5 August, which resulted in priorities set for the ICB plan.
- Based on the discussions and workshops during the whole process, 20 local branches being the weakest and most remote were selected for the three-year plan.
- In the case the plan is not selected, the proposal will be used to raise funds from other sources.

Constraints or Challenges

- There is a need to better assess vulnerabilities and capacities of local communities.
- Giving more responsibility to the regional branches for programmes encourages their commitment.
- Continuing to apply a holistic approach to developing projects is necessary. There are examples of more integrated projects worthy to be replicated.

Red Cross Society of the former Yugoslav Republic of Macedonia – ICB 1st round – plan preparation

Outcome(s)/Expected result(s)

- Prepare a successful ICB development plan to be selected for the three-year implementation.
- The ICB support is intended to have a major impact on the society's strength, coverage and service delivery.

Achievements

- All of the project activities were implemented as planned by staff and volunteers. The society was one of the first three selected for the ICB first round, and the three-year implementation of its ICB development plan. They nevertheless received recommendations from the expert advisory panel and improved their plan accordingly⁴.
- The process has shown the strong commitment of all the structures of the society including both governance and management, for successful implementation of the forthcoming three-year ICB plan. The process was supported by all staff, volunteers and national and local partners showing their commitment to the most vulnerable population in the local communities.

Middle East and Northern Africa zone

MENA					
National Society(ies)	Project title	Amount (CHF)	Project code	PMN No.	End of time-frame
Yemen	ICB 1st Round - implementation process (year 1 of 3)	106,952	PYE009	–	23.06.2009
	Total MENA	106,952	6.49%		

Yemen Red Crescent Society – ICB 1st round – Plan preparation

Outcome(s)/Expected result(s)

- Prepare a successful ICB development plan to be selected for the three-year implementation.

⁴ To view the full report and plan : <https://fednet.ifrc.org/sw158803.asp>

Achievements

- The society was one of the three selected for the ICB first round, and the three-year implementation of its ICB development plan. They nevertheless received recommendations from the expert advisory panel and improved their plan accordingly⁵.
- The process contributed to the improvement of vertical (headquarters-branch) and horizontal (branch-branch) communication and the exchange of information in the development of the ICB proposal. This was achieved through field visits by the task force and the series of focus group discussions conducted with the participation of main stakeholders including women and young people from the selected branches

Constraints or Challenges

- The process strengthened the culture of working together as a team. The composition of the task force, which brought together representatives from headquarters and the five governorate level branches selected for the ICB support, helped to boost team spirit with a sense of collective responsibility to achieve the objective.

Working in partnership

The current support provided by the CBF to National Societies is possible thanks to valuable contributions from the governments and National Societies of Britain, Sweden, Finland and Netherlands.

An expert advisory panel composed of OD expert representatives from National Societies and partners is ensuring stakeholders engagement, a professional selection process, and the provision of objective and technically sound assessment of applications. They meet twice each year to review applications for the ICB modality, and provide recommendations on the selection and the OD support provided by the International Federation. The members are appointed by the International Federation's secretary general and in 2008, are as follows:

Dr. Jaslin Salmon – President, Jamaica Red Cross
Ms. Grete Berdal – Director for OD and support, Norwegian Red Cross
Dr. Vadim Kadyrbayev – Vice-President, Kazakh Red Crescent Society
Dr. Dev Ratna Dhakhwa – Secretary General, Nepal Red Cross Society
Mr. Andrews Frimpong – Secretary General, Ghana Red Cross Society
Ms. Ulrika Årehed Kågström – Deputy Secretary General, Swedish Red Cross
Mr. Matthias Schmale – Director, British Red Cross

Contributing to longer-term impact

Over the years, the International Federation has provided substantial organizational development and capacity building support to National Societies, mostly targeting individual

⁵ To view the full report and plan : <https://fednet.ifrc.org/sw158803.asp>

programmes, and trying to reach as many of them as possible with limited resources. Although successful, this has often not made National Societies stronger in the long-term.

The CBF now aims at improving the strategic use of resources and the long-term impact of strengthening National Societies. Priority is given to organizational change processes to create or strengthen National Society's ability to deliver sustainable services at the community or country level, with resources mobilized locally and limited dependency on foreign funding.

The National Society development knowledge generated through the CBF and particularly through the intensified capacity building modality, is collected systematically and will be analyzed, discussed and shared in 2009 during a global OD forum with the International Federation and partner organizational development practitioners.

Looking ahead

The ICB tools, process and strategy are being reviewed in 2009. Then during 2009 and 2010, the following support will be provided:

- **Intensified capacity building:** Sixty National Societies will receive support (CHF 7 million).
- **Specific OD support** – Forty National Societies who are not selected for ICB support will receive specific support (CHF 4.56 million).
- **Urgent OD intervention** – CHF 600,000 will be available annually for the zones to tackle urgent OD situation faced by National Societies.

Two additional officers position will be added to the CBF team. The expansion is in-line with the increasing number of grants to manage, as well as to the plan to provide greater guidance, monitoring and support at the zone level for effective implementation of intensified capacity building plans.

The total budget for 2009 to 2010 is CHF 12.5 million, in addition to the existing fund reserve of CHF 1 million.

How we work	
<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 specifically related to this report, please contact:</p> <ul style="list-style-type: none"> • Jean-Etienne Brodier, Senior Officer – Funds Management; e-mail: je.brodier@ifrc.org; phone: +41 22 730 4339; and fax +41 22 730 0395. 	