

Annual report



International Federation
of Red Cross and Red Crescent Societies

Capacity building fund (CBF)

Appeal No. MAA00011

26 April 2010

This report covers the period 1 January to 31
December 2009



Warmth delivery activity in the seniors home by the Zhumadian Red Cross branch. There were 6,000 cotton padded clothes and quilts distributed. **Red Cross Society of China**

In brief

Programme purpose: In facilitating the implementation of Strategy 2020, a core focus is on building strong National Societies. This is fundamental to enabling sustainable service delivery in meeting the needs of vulnerable people. CBF is a multi-year organizational development (OD) funding mechanism which makes Federation members strong in order to scale up services and programme delivery, through financing priority OD and National Society capacity-building activities that do not manage to attract adequate funding.

Programme summary: The Capacity building fund provided the following support during the reporting period:

- Intensified capacity building (ICB): Six National Societies received financial support for the implementation of their ICB plan (Namibia, Seychelles, El Salvador, Colombia, The Former Yugoslav Republic of Macedonia and Montenegro); one National Society received financial and technical support to prepare an ICB development plan (Liberia); and seven other National Societies (Central Africa, Philippines, Kiribati, Mongolia, Kyrgyzstan, Liberia and the Democratic Republic of the Congo) were provided advice for future ICB support as well opportunities to use their plans for forging partnerships in implementing their plans.
- Specific OD support: Fourteen grants for specific development initiatives went to thirteen National Societies (Guyana, the Caribbean, Uruguay, Timor-Leste, Solomon Islands, Western Samoa, Tonga, Belarus, Uzbekistan (recipient of two grants), Malta, Armenia, Russia and Kyrgyzstan) that did not receive ICB support.
- Twenty-three reports on grants were received during the reporting period (see annex).

Financial situation: There has been a decrease in the 2009 budget from CHF 5,648,390 to CHF 3,986,370 (USD 3,840,470 or EUR 2,679,550), a reduction of 29 per cent, due to the difficult global financial situation and insufficient funding. Of this revised budget, CHF 1,747,946 (44 per

cent) was covered during the reporting period (not including the opening balance). Overall expenditure during the reporting period was CHF 1,163,753 (67 per cent of the income received during the year).

At the end of December, 92 per cent of the fund's closing balance (CHF 6 million) was already earmarked for future grants for which the fund is committed (multi-year projects approved between 2007 and 2009).

	CHF
End of December balance	6 million
All time fund reserve	1 million
ICB and SOS commitments 2009-2012	4.5 million
Amount available for 2010 activities	0.5 million

On 1 July 2009, the CBF committee (see the "Working in partnership" section below) considered the financial situation of the fund and decided that it would not take new commitments that it was not able to financially support. Following this decision, the 2009 budget was reduced, and the launch of the ICB 4th round was postponed until 2010.

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

See also:

[CBF Plan 2009-2010](#)

[Organizational development Plan 2009-2010](#)

[Organizational development annual report.](#)

No. of people we have reached: Twenty-one National Societies have been directly benefitting from the support of the CBF in the last year. Around 20 additional National Societies benefitted indirectly from the fund through regional programmes in South America and Africa, including the New Partnership for African Red Cross and Red Crescent Societies (NEPARC).

Our partners:

- The current support provided by the CBF to National Societies is possible thanks to the valuable contributions from the British Department for International Development, American Red Cross and the governments and National Societies of Sweden, and Finland.
- National Society partners with a contribution above 250,000 Swiss francs per year were given the ability to propose an OD expert practitioner in the CBF's expert advisory panel. Other partners who provided an OD expert in the CBF's expert advisory panel were the National Societies of Ghana, Jamaica, Kazakhstan, Nepal and Norway. See "Working in partnership" section.
- In 2009, the secretariat, with the support of the American Red Cross, did the preparatory work for a study on the initial impact of ICB and other OD and capacity-building initiatives towards programme sustainability and community development.

Context

Over the years, the International Federation of Red Cross and Red Crescent Societies (IFRC) has provided OD and capacity-building support to National Societies, mostly targeting individual programmes, and trying to reach as many of them as possible with limited resources. Although successful, this has often times not made National Societies stronger in the long term.

The decision of the IFRC's Governing Board, at their 2007 meeting in Addis Ababa to upgrade the CBF, was followed by the taking up of significant measures to utilize the fund more

effectively¹, towards a more strategic approach to OD support to National Societies. In addition, measures were taken to improve the fund's management as per recommendations of the external review published in 2006.

The Capacity building fund offers the following types of support:

- **Intensified capacity building:** This is the secretariat's main National Society development strategy. Its aim is to enable National Societies to strengthen their capacity for sustainable service delivery to vulnerable people countrywide, through self-commitment and ownership and through a tailor-made and holistic approach to National Society development. More specifically, focus is on building organizational capabilities needed to scale up countrywide service delivery. Assistance is provided through three-and-a-half year rounds. For more information, see the "Contributing to longer-term impact" section below.
- **Specific OD support:** Addresses specific development initiatives, particularly for National Societies that are not receiving ICB support. Assistance is provided through zone offices for targeted OD activities, limited in range, time and budget. The zone offices and OD delegates in the field, work with staff of National Societies to facilitate the building of capacities for programme and organizational sustainability.
- **Urgent OD interventions:** The IFRC makes available special, one-off small-scale and rapid response funding and technical support to help address organizational challenges, such as integrity cases, faced by National Societies. Urgent OD interventions have fast-track application procedures, and result in small disbursements of cash from the CBF, which are used by the zone offices as start up capital, until the IFRC develops a plan of action to handle the specific case.

Progress towards outcomes

Outcomes

- Intensified capacity building support is provided to 60 National Societies. Fifty to sixty-five per cent of the fund's resources are allocated to the ICB.
- Specific OD support is provided to National Societies who do not receive ICB support and do not have the adequate funding for the targeted transformation needed.
- When needed, urgent OD interventions by zone offices to National Societies are possible with short notice through a fast-track application procedure.
- Fifty per cent of the fund's resources serve programme delivery and development in Africa.

Achievements

- **Intensified Capacity Building support**

During the reporting period, seven additional National Societies received financial support from the CBF for a total amount of 678,272 Swiss francs. They are:

- ICB 1st round: Salvadorian and The Former Yugoslav Republic of Macedonia Red Cross Societies.
- ICB 2nd round: Namibia, Seychelles and Colombia Red Cross Societies.
- ICB 3rd round: Red Cross of Montenegro for ICB implementation and the Liberian Red Cross Society for their ICB preparation plan.

Overall, 29 National Societies (the National Societies of Benin, China, Comoros, El Salvador, The Former Yugoslav Republic of Macedonia, Morocco, Yemen, Zambia, Belarus, Brazil, Colombia, Kiribati, Malawi, Moldova, Namibia, Seychelles, Tajikistan, Cambodia, Central African Republic, Democratic Republic of the Congo, Ethiopia, Kyrgyzstan, Mongolia,

¹ See 2006-2007 report: http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAA00011r0607.pdf

Montenegro, Philippines, Liberia, Uzbekistan, Ghana and Burundi) have so far been benefitting from technical and financial support to prepare ICB development plans and received recommendations and advice to improve them. This represents 48 per cent of the three-year target fixed by the Governing Board in 2007. The delay is due to the lack of contributions to the CBF (see Constraints or Challenges).

Among these:

- Two ICB pilot projects of Ghana and the Burundi Red Cross Societies have reached two years of implementation, and already show significant impact and learning (see in annex).
 - Eleven were selected for full support (National Societies of China, El Salvador, The Former Yugoslav Republic of Macedonia, Yemen, Colombia, Kiribati, Namibia, Seychelles, Central African Republic, Montenegro and the Philippines), and benefit from technical and financial support for the implementation of the ICB plan over three years.
 - Four are still working on their ICB plan before a final decision is taken - the National Societies of the Democratic Republic of the Congo, Kyrgyzstan, Mongolia and Liberia.
- **Specific OD support:**
Fourteen National Societies have benefitted from grants for specific OD support in the reporting period for a total amount of 485,481 Swiss francs.
 - **Urgent OD interventions:**
 - A reserve was set aside for urgent OD interventions applications by zone offices, but no application was received during the reporting period.
 - **Priority on Africa:**
During the reporting period, 21 per cent of the fund's resources were allocated to Africa. The variance compared to the objective is due to the fact that not enough applications are received from Africa. The quality of the applications and plans from Africa compared to other regions of the world are sometime also an issue in meeting the selection criteria.

Constraints or Challenges

- **Fundraising**

At its meeting in Addis Ababa in 2007, the Governing Board strongly urged National Societies to make financial contributions to the CBF. Since then, only one new donor has made a contribution and two partners increased their annual contribution. Considering the situation of the fund, the CBF committee decided in July 2009 that it would not take new decisions on allocations that it cannot financially support.

- **Fund management**

The CBF is managed by a fund manager at the secretariat since July 2007. Among various improvements, this has allowed the upgrade of the fund and the testing and launching of the Intensified Capacity Building modality. In addition, the position covers the management of the Empress Shôken fund and involves acting as the secretary of its joint ICRC and Federation commission. The number of grants managed is increasing significantly, and so is the budget. At a time when fundraising for the CBF is of crucial importance, the CBF manager needs to spend a significant amount of time on the grants and fund administration and other files of the National Society development department. Gradually more and more emphasis should be placed on programme and impact monitoring, knowledge capturing, analysis and sharing, developing OD strategies further, communications and fundraising, as well as increasing networking and relationships with partners. This is a challenge with the current human resources set up.

The following steps have been taken to overcome these challenges:

- The 2009 budget was reduced to a more realistic level, based on the global financial crisis and the level of contributions to the fund.
- The CBF team will increase its human resources in 2010. It will include two staff: the CBF manager, one additional senior officer and a 50 per cent assistant (already in place).
- The initial successes and learning of the global OD pilots in Burundi and Ghana, and the ICB in China and The Former Yugoslav Republic of Macedonia are starting to raise the interest of current and potential partners. They will be further communicated.
- A study on the initial impacts of the ICB strategy and modality will be conducted and communicated to current and potential partners (see under “Working in partnership”).

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.

To further increase its quality and accountability, the fund is guided by the CBF committee, on behalf of the IFRC’s Secretary General. The committee consists of the under secretary general for development as the chairman, the director for support services, the director for innovation and knowledge management, the head of the organizational development department and the CBF manager as secretary.

An expert advisory panel was established in 2008 to support the CBF committee and the OD department. The expert advisory panel provides the CBF committee with expert, objective technical advice on the fund allocation decisions. It ensures stakeholders engagement, professionalizes the CBF selection process, and provides objective and technically sound assessment of development plans. The members are appointed by the IFRC’ Secretary General and are currently as follows: President of the Jamaica Red Cross, Director for OD and support at the Norwegian Red Cross, Vice-President of the Kazakh Red Crescent Society, Secretary General of the Nepal Red Cross Society, Secretary General of the Ghana Red Cross Society, and Deputy Secretary General of the Swedish Red Cross. The panel met in April 2009 to review the ICB plans of the third round, and kept in contact through e-mail to review several plans that had been re-worked.

The IFRC, in partnership with the American Red Cross, is undertaking an eight-month study to identify the conditions, elements and inputs that have led to the development of strong National Society capacities. A substantial part of this study is based on an assessment of the impact and effectiveness of the ICB programme on National Society strengthening and sustainable community development, as well as key lessons related to successful OD and capacity building from the assessment of a sample of National Societies from various geographic regions. The study will be part of the 2010 review of the upgraded CBF, as requested by the Governing Board, and will overall benefit all elements of the Red Cross Red Crescent Movement committed to strong National Societies. It is also proposed that the study be an element of the 1st Red Cross Red Crescent Global OD Forum, which is planned for 5 December 2010, to coincide with International Volunteers Day.

Contributing to longer-term impact

The CBF aims at improving the use of resources and increasing the long-term impact and sustainability of National Society development. Priority is given to organizational change processes to create or strengthen a 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 ICB, is collected, analyzed, discussed and shared with zone OD staff and partners. It also feeds in the development of global model approaches, principles and strategies for sustainable National Society development. It is expected not only to help individual National Societies greatly improve and expand their organization and work, but also to inspire and encourage further development in a growing number of National Societies, through knowledge sharing and the dissemination of success stories.

Looking ahead

In 2010 to 2011, the CBF will place priority on communications and knowledge generation and sharing. It aims to provide support to over 80 National Societies ongoing development processes through its three modalities:

- ICB - Sixty National Societies will receive financial and technical support for their internal development process. In addition, the Burundi and Ghana Red Cross Societies will complete their OD pilot projects under the umbrella title "Mobilizing the local capacity of Africa".
- Specific OD support - Financial support will be granted to specific OD activities by 20 National Societies who are not selected for ICB support, as well as those with specific OD intervention needs.
- Urgent OD intervention - A reserve will be made available for the zones to facilitate urgent OD situations faced by National Societies as needed.

How we work	
<p>The IFRC's activities are aligned with its Global Agenda, which sets out four broad goals to meet the IFRC'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	
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**Updates on CBF funded development initiative
(Extracts from reports received during the reporting period)**

Update on ICB pilots – Burundi and Ghana Red Cross Societies (year 2 of 3)

A global project on local capacity building, initiated in 2007 by the secretariat in Burundi and in Ghana to pilot its OD strategy, is witnessing concrete and sustainable impact. Leadership of both National Societies have decided to strengthen their organizations' long-term capacity by creating grassroots Red Cross units that are based on local leaders and volunteers, mobilized among the villagers, and trained and supported by the regional branches. Each grassroots unit mobilizes its own resources in order to serve the vulnerable in their own community. Both projects have already illustrated the will and ability of local communities to organize themselves in a sustainable manner to address vulnerability through ongoing services. This project has been implemented and led by the National Societies themselves, through an initial financial investment by the CBF and DFID, and thanks to external coaching from the IFRC when needed. Through these projects, both National Societies have also piloted the IFRC's ICB strategy.

Burundi Red Cross

Within three years, the project aims to establish a Red Cross unit and service in each one of the 2,725 *collines* (villages) in the country. The National Society will have 340,000 service volunteers delivering a total of 24 million volunteered hours per year. This equals to 13,000 full time staff, and the annual value of this work is 18 times greater than the IFRC's initial investment in the project which was 300,000 Swiss francs. Most importantly, at least 140,000 of the country's most vulnerable rural people will be served, and 95 per cent of the population in the country will be exposed to the work of the Burundi Red Cross.

Achievements in 2008 and 2009

- A total of 2,507 new Red Cross units made up of 185,798 volunteers were created in two and a half years. These new units already cover 91 per cent of the entire country, and respond to community needs on an ongoing basis by providing social services to vulnerable people using resources mobilized at the local community level.
- In 2009, the new grassroots structure and its volunteers assisted 50,650 vulnerable people countrywide, and built 8,115 houses for a total value of 1.17million Swiss francs.

Ghana Red Cross Society

In Ghana, the project is to establish a service delivered through Red Cross units in 10 per cent of the 78,664 local communities in the country. This project builds on the existing mother's clubs and already existing local branches. The project is now in its third year of implementation.

Achievements in 2008 and 2009

- A total of 736 community chapters made up of 26,124 volunteers were created. Figures have more than doubled within the six months between June and December 2009, and are likely to keep on expanding exponentially.
- Volunteers are active on an average of six hours a week, providing mainly hand washing services during funerals and other social gatherings, health and hygiene promotion in communities, first aid, and clean-up exercises.
- The estimated value of the volunteering work, calculated at an average local rate for non-qualified daily workers, is over 7.7 million Swiss francs for 2009. This amount is 30 times the external investment of 250,000 Swiss francs for the project over the past three years.

- Visibility of the activities of the newly created local branches is increasing and so are donations from funeral organizers, beneficiaries of services, community leaders, community members, public and private sectors organizations and individuals.

Red Cross Society of China (RCSC) – ICB first round (year 1 of 3)

The ICB project started in October 2008 in the Zhumadian prefecture, Henan Province, China. The project is specifically implemented by the Zhumadian prefecture branch with the guidance and active participation of the RCSC headquarters and the Henan Provincial Red Cross. The project aims to empower RCSC to develop a grassroots presence through a community-based model based on building sustainable capacities.

The RCSC improved skills, competencies and performance of staff. For instance, the Zhumadian branch organized two study tours in branches that have rich experience in organizational development, community service delivery and volunteer mobilization and management. As there was little professional training for grassroots staff prior to the ICB programme, the Zhumadian branch also sent staff to attend the training at the national and provincial levels. At the same time, the branch organized a series of workshops on publicity and resource mobilization, Red Cross knowledge, management, ICB, vulnerability and capacity assessment, volunteering development, HIV prevention and anti-discrimination for local staff at the prefectural/county/township level. The Zhumadian branch also created a resource map, and fundraising plan and activities were carried out. They raised 232,912 Swiss francs, which is twice more than the CBF investment in their ICB programme.

The Zhumadian branch created a work plan and a strategy for the Red Cross at the community level, which included building a sound organizational structure, establishing community/grassroots service stations, recruiting and training volunteers, spreading publicity, conducting donation and relief activity and other community service activities, etc. Between 2008 and 2009, the number of township branches increased from 80 to 198, and there was an increase of Red Cross service stations in the villages from 0 to 2,900. Volunteers from these communities were motivated, recruited and then trained for the delivery of Red Cross services. For example, the student volunteers from the college and school service stations disseminated information about the Red Cross and HIV/AIDS prevention, and visited elderly people in the community. Volunteers from the township service station also conducted awareness-raising campaigns on the Red Cross in the villages. A competition with small prizes was also carried out, in order to encourage people to participate in the activities designed. With the support from the newly-created community Red Cross service stations and volunteers, the Zhumadian branch also carried out a series of community relief activities, for example:

- Free medical service and delivery to 200 village residents of the Humiao township.
- Red Cross warmth delivery to the 30 most needy and HIV-affected families in the Yicheng district.
- There were 1,100 wheel chairs delivered to the disabled in partnership with the Hong Kong Tianlin fund.
- Charity in Tianzhong: A relief fund of 133,000 Swiss francs with participation from all county and district branches was created. It benefitted 30 patients with serious diseases, 140 needy students and 100 needy families.

The total number of volunteers increased from around 10,000 who were only mobilized following disasters, to over 20,000 that now conduct regular activities, such as HIV prevention, care and surveys, free examinations and warmth delivery for seniors, and charity fundraising events for leukemia orphans, deaf-mute children, nephropathy children, poor medical patients, etc.

The Red Cross of The Former Yugoslav Republic of Macedonia – ICB first round (year 1 of 3)

The three-year ICB plan is targeted towards the development of the material and technical capacities and the human resources of the Red Cross of The Former Yugoslav Republic of Macedonia, particularly in the area of developing branch capacities. It focuses on building efficient

information management systems, managing volunteers and staff, and mobilizing funds. After the procurement of the hardware and the development of the software, the last quarter of the first ICB year focused on the training of staff and volunteers. Seventy persons were trained against the initially planned 36 persons. Tools on volunteer management were translated and developed in the Macedonian and Albanian language, and distributed to all branches. Thirty-six volunteers and 13 staff from the Red Cross branches were trained for organizing volunteer management activities. The established teams for improving volunteer management successfully formed the clubs for volunteers which resulted in the recruitment of over 300 new volunteers at the grassroots level in the 13 Red Cross branches. This is twice more than the planned figure for the first year.

Knowledge sharing and the promotion of the work done by the newly-founded “Interest Network on Volunteer Management” proved to be very helpful, although it was not initially planned. An assessment and analysis on the operations of branches were conducted, and the report from this analysis will be published after the completion of the overall evaluation. The initial data on volunteer recruitment shows a steady rise in the number of volunteers in all branches. The Executive Board adopted the Volunteering Policy and the Code of Ethics for Volunteers. Micro projects by clubs of volunteers in six branches presented very positive results in volunteer recruitment, as well as support provided to vulnerable people at the grassroots level. Thirteen Red Cross Branch secretaries successfully passed the staff management training which was organized in cooperation with a consultancy company focusing on business management. A market research in the corporate sector enabled The Red Cross of The Former Yugoslav Republic of Macedonia to develop a plan of action and a dedicated strategy. A partnership meeting was organized, with the aim to raise partnership support for branch projects. Among other participants, the biggest national mobile operators were present, as well as other companies. The companies expressed readiness to support The Red Cross of The Former Yugoslav Republic of Macedonia activities at the national and branch level. A cooperation agreement was concluded with the Macedonian Telekom – AD Skopje which will provide free internet access to all branches for a period of 12 months amounting to around 12,000 euros. Fundraising training was provided to 26 staff and volunteers from 13 branches. Some of the branches successfully implemented fund-raising activities, including the organization of different training courses and services for different target groups which raised money for programme and project activities.

Namibia Red Cross – ICB second round (planning support)

After a second attempt and changes within the National Society, the Namibia Red Cross was short-listed for the ICB. The plan they put together was established through a consultative and inclusive process, and included the following endorsed ICB strategic approaches:

- Development of community-based first aid as a core programme.
- Establishment of local governance structures in four branches.
- Strengthening of human resources.
- Review and development of supportive policies and guidelines.

The expert advisory panel was impressed by the Namibia Red Cross ICB plan. It was well presented, well thought through and seemed manageable and achievable. It was felt that there was strong ownership towards its change process and in strengthening its capacities for sustainable service delivery to vulnerable people and to overall National Society development.

Cambodian Red Cross Society – ICB third round (planning support)

An initial consultation at its headquarters, and two vulnerability and capacity assessments were conducted in Kandal and Oddor Meanchey provinces, involving 300 to 400 community members and representatives. The ICB plan designed addressed community vulnerability by enhancing the programmes' service delivery, and offering a wide range of activities to be implemented..

Although the ICB plan by the Cambodian Red Cross Society was not selected for implementation, the National Society was encouraged to look into its plan further with the support of the zone office.

The Philippine National Red Cross – ICB third round (planning support)

The Philippine National Red Cross created an ad-hoc working group and used the advice of an external consultant for the preparation of their ICB development plan “community and branch strengthening programme”. The whole process was coordinated with the IFRC’s zone office.

The ICB plan was selected for the three-year implementation after the National Society brought clarification on some questions raised by the expert advisory panel. The activities planned create a replicable model that is likely to establish stronger and lasting relationships between vulnerable communities and the National Society. It is a well written, prepared and documented development plan. If the implementation is successful, it could become a good learning model for other National Societies to follow.

Mongolian Red Cross Society - ICB third round (planning support)

The ICB plan focuses on strengthening the Mongolian Red Cross Society at the grassroots level in four selected branches that will serve 4,000 vulnerable after three years. The main challenge faced during the planning process was the access to some of the target groups, because of distance. The participatory process to identify needs and solutions therefore had some limits.

The expert advisory panel and the CBF committee found the planned activities with local resource mobilization realistic, but sought some clarifications and revisions on the budget, as well as on how the micro-finance activities planned at the local level will be developed and implemented.

Red Cross of Montenegro – ICB third round (planning support)

A centre for the development of non-governmental organizations was hired to assist in producing the development plan. The National Society conducted a self assessment of the strengths and weaknesses of the organization, involving staff from the headquarters and local branches. The ICB plan working group and secretaries from the local branches met in January and identified four priority core areas for implementation within the three-year ICB plan: improvement of strategic governing and management; development of human resources; fund-raising; and the improvement of communication.

The plan was appreciated by the expert advisory panel fund’s management, but the National Society was requested to clarify the linkages with the service delivery proposed and to further ensure the involvement of governance.

Red Crescent Society of Kyrgyzstan – ICB third round (planning support)

The current situation in three capacity-building areas (experiences and systems for planning, experiences and systems for the administration system, as well as community-based programme approaches used in communities and by other organizations in the country) was assessed, where no earlier mapping was done. This information was used when drafting the ICB plan and will be the baseline information for the National Society. The main constraint was the lack of time: a two-month period is too short to develop a comprehensive plan that is meant to guide the National Society through the process of ICB support.

The Red Crescent Society of Kyrgyzstan was requested to rework its approach and plan before resubmitting them to the expert advisory panel. Although the plan was well written and in line with the ICB concept, the link between the objective of becoming a stronger National Society and the actions described required greater clarity.

Red Crescent Society of Uzbekistan – ICB third round (planning support)

A working group, composed of the executive director, OD programme coordinator, heads of departments, and the regional OD programme coordinator, as well as a local consultant was established and tasked to provide technical support to the drafting and editing of the plan. The group prioritized the issues that should be addressed by the plan and discussed these with branches. The final list of priority areas in the plan included the Red Crescent law development; establishing effective governance and management structures; capacity building in the areas of

planning, monitoring, evaluation, and reporting; improving the human resource management systems, and finance development. In addition to the ICB application, the analysis undertaken will be used to further build the organizational capacity of the National Society.

The ICB plan from the Red Crescent Society of Uzbekistan was not selected for implementation. However, the plan will be valuable in further improving its service delivery to beneficiaries.

National Red Cross Societies of the Caribbean – Specific OD support (year 2 of 2)

Project: Community volunteering promotion through the use of standard volunteer management tools.

The inclusion of volunteer management training in the recovery phase of Hurricane Dean in January 2008 and in the disaster preparedness project DIPECHO VI in January 2009, allowed the training of 118 volunteer leaders and staff in seven National Societies. They were trained on the volunteer management cycle and its domestic application, to lead the development of a volunteer management programme in their respective National Societies, to draft a volunteer management plan to be incorporated into the National Society's strategic plan, and to roll out the volunteer management training throughout their respective country.

Red Crescent Society of Kyrgyzstan – Specific OD support (year 2 of 2)

Project: National Societies increased their capacities through the development of human, financial and material resources at headquarters and branch levels.

The Red Crescent Society of Kyrgyzstan undertook an external audit of the 2006 financial year from December 2007 to March 2008. The final audit report was released in April 2008, shared with its partners, and published on the National Society's website. The National Society made efforts to follow the audit recommendations. The second audit planned in 2009 validated the National Society's progress and achievements. In addition, the society is working on compiling comprehensive financial procedures in line with the local legislation, as well as with the National Society's specific procedures. The main challenge faced by the National Society was the workload in the second half of the year, including the ICB application and heavy reporting to local tax authorities, which delayed the completion of planned activities.

Belarusian Red Cross – specific OD support (year 2 of 3)

Project: Development of youth volunteer movement and participation.

An important priority for the Belarusian Red Cross is to foster volunteering in local communities as a way of developing new initiatives, building partnerships and strengthening the capacities of its branches. In January 2008, the volunteer programme which has been running in Belarus since 2004 was extended to a new region, Vitebsk oblast, supported by a three-year CBF grant. The plan allowed the use of already-tested methodologies and practices for encouraging strong youth involvement in community service, and to replicate the successful approaches in the Vitebsk region, which focused on 20 local communities. In 2008, a good base for project development was established. About 100 volunteers were attracted, a team of trainers on leadership and projects planning was formed, focal points (volunteer-assistants of the chairpersons of district organizations of the Belarusian Red Cross) were trained and started their work, and a booklet of good practices was published and disseminated. During 2009, ten youth initiatives and no less than twelve youth actions were implemented covering 12,101 people². The programme continues to build the Belarusian Red Cross capacities both at the national and local levels, enabling the society to provide young people with opportunities to undertake social initiatives in assisting vulnerable people and advocating for their rights and needs in the local communities. The total number of people who benefited directly from the youth volunteer project from January to December 2009 were 5,101 (including Red Cross youth leaders). In addition, 7,000 people were informed about Red Cross activities.

² 12,101 people covered include: 1,926 beneficiaries of micro-projects, 2,370 beneficiaries of youth actions, 7,000 people informed about Red Cross activities, 155 volunteers involved in the implementation of the initiatives and 650 volunteers who participated in the implementation of the actions in 2009.

South America youth – Specific OD support (year 2 of 2)

Project: Update and professionalize the knowledge of technical experts, young leaders and heads of youth programmes.

In the second year of this innovative youth diploma, 20 participants from seven National Societies of the Americas participated and built their capacities to respond to youth-related issues in the region. The new students came from a range of Red Cross branches, bringing new experiences to the joint distance-learning initiative. After an evaluation workshop, all participants expressed their satisfaction with the training. It widened their understanding of the complexities faced by youth in the Americas, and contributed to identifying key action points and strategies to be applied to future youth projects and programmes at the local level. The full application of learning from the diploma will be seen further ahead. Results can nevertheless already be witnessed through the youth micro projects being carried out in a number of National Societies. The commitment to create a virtual community will ensure that the diploma students continue to share experiences, and that support will be provided to future students. At the same time, innovative ways of promoting exchanges amongst Red Cross youth are being explored. During 2009, a group of outstanding students carried out research on specific youth issues with support from the Latin American School of Social Sciences.

Baphalali Swaziland Red Cross Society (BSRCS) – Urgent OD intervention

A contribution of 25,000 Swiss francs was granted to the Southern Africa zone so that it could provide technical and financial support to the BSRCS, at a turning point in its development. Support was provided to top up the salary of the critically needed Secretary General for four months, to ensure continuity and to stabilize the management and the programme teams. It also contributed to the preparation and the holding of the long-delayed annual general meeting, and to membership education and leadership inductions prior to the elections.

Peruvian Red Cross (PRC) – Specific OD support (year 1 of 2)

Project: Recover the capacity of the PRC to take actions that help improve the lives of vulnerable people.

Support from the Capacity-Building Fund during 2008 and 2009 contributed to the re-institutionalization of the National Society. The Peruvian Red Cross went through a crisis that seriously affected its operational and institutional capacities. The OD support focused on the preparations for the holding of elections, ensuring an adequate organizational structure, and legal support to strengthen the legal base of the National Society. It has laid the ground for the revision of the Statutes and the drawing and approval of the new Strategic Plan in 2010.

Ukrainian Red Cross Society – Specific OD support (year 1 of 1)

Project: To improve the standards of service provision in the Ukrainian Red Cross Society's visiting nurses service (VNS) and to increase the qualification of Red Cross visiting nurses in order to meet the needs of people receiving assistance on a permanent basis.

During 2008, the Ukrainian Red Cross Society carried out activities to improve its visiting nurses service. From January to March 2008, the National Society completed the implementation of the VNS project funded by the Lars Amundsen Foundation since 2006. From 1 April 2008, a new stage of the project funded by the Capacity building fund began, and finished at the end of December 2008. Within this stage, the Ukrainian Red Cross Society elaborated on several important documents, such as a standard description of VNS employee duties, standard medico-social card for VNS clients, rates for medico-social services, format of the client's personal case, collection of normative documents and others. The job description for visiting nurses has been modified with inclusion of some additional responsibilities, such as the provision of legal and psychosocial support. This important regulation documentation strengthened the administrative legal base and quality assurance component of the VNS which raised the confidence of clients towards visiting nurses. In total 3,310 people, including nurses and other Ukrainian Red Cross staff, directly benefited from the project.

Red Crescent Society of Uzbekistan – Specific OD support (year 1 of 3)

Project: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

The Red Crescent Society of Uzbekistan has developed, and is currently implementing the strategic plan for 2008-2011. The organization's restructuring at the headquarters and branch level is based on this plan. This programme component aims at building the capacities of three branches located in Fergana valley - Andizhan, Namangan and Fergana regional branches – through improvements in the human resources management including staff and volunteers, management of financial tools and system, fund-raising, and the introduction of new approaches towards establishing and maintaining the network of primary organizations.

The Capacity building fund contributed 29,440 Swiss francs towards the regional organizational development programme. This is the first year of the planned three-year support. Over the year, 33 new primary organizations have been established. The new members received training in disaster preparedness, first aid, and international humanitarian law. Experience exchange visits have been organized for targeted branches in order to learn approaches about how to attract new members. Following the volunteer mobilization training, the Namangan branch conducted a study on volunteer recruitment opportunities, and held a workshop to elaborate a system to motivate volunteers, which was monitored throughout 2009. A database to record volunteers was also developed. The task force on improving the human resources management system held a review in the targeted branches, and developed a plan of action for the next year. The National Society also made steps forward in developing the financial tools and system. Around 2,000 people including Red Crescent staff, members and volunteers have benefited from the assistance through training and work with primary organizations.

Tonga and Solomon Islands Red Cross Societies – Specific OD support (year 1 of 2)

Project: Strengthen volunteer-led service delivery to vulnerable communities.

This support prioritized the organizational change process to contribute to strengthening National Society structures and services at the community level, its leadership development, and its resource mobilization. National Societies from Samoa, Solomon Islands and Tonga were selected to be part of the volunteering and branch development project for the two years of Specific OD support from the CBF.

The Solomon Islands Red Cross (SIRC)

The Solomon Islands Red Cross volunteer management team held consultations with volunteers, governance and programme staff to identify areas where the National Society could improve its volunteer management. In those consultation meetings, the volunteers selected priority areas based on outcomes of the Fiji volunteer management workshop held in late 2008: volunteer retention, limited training for staff and branch governance in volunteer management, a poorly maintained volunteer database, the management of registration forms, and the analysis of volunteer data to support decision making on volunteer management. In September 2009, with the support of the IFRC, the SIRC held a planning workshop to define the specific objectives and activities which it would like to implement until the end of 2010. A strategic planning workshop was held in late October involving both staff and volunteers from its headquarters and branches. Some initial activities have been carried out to finalize the two-year plan for SOS initiatives:

- Consultations were held involving volunteers, governance and staff on how to improve SIRC volunteer management.
- Specific discussions were held with branch governance, facilitated by the Secretary General, on how to improve volunteer management.
- Draft activities and budget were developed for a two-year focused project on improving volunteer management.

The direct beneficiaries of this project are approximately 1,500 volunteers and staff from the SIRC.

Tonga Red Cross Society (TRCS)

The Tonga Red Cross Society (TRCS) proposed a two-year plan for enhancing their branch management and governance, by developing a systematic volunteer management system which strengthens the volunteer base and services. Prior to this, TRCS conducted in-house consultation and meetings with its headquarters based staff and volunteers, followed by consultation with branches to generate a common understanding on volunteerism and how TRCS can best utilize available support. This early discussion helped TRCS decide on how to enhance the capacity of volunteers, and develop its two-year plan for volunteering and branch development. Now the draft plan and budget is under review, and implementation of the main activities will only commence from January 2010. The plan highlights the following priorities of TRCS:

1. Efficient knowledge management on volunteer development.
2. Bringing together resources for effective volunteer development.
3. Becoming the visible leader and advocate in the field of volunteerism.

From September to October 2009, the following initial activities against the above-expected results were carried out by the TRCS:

- Establishing a database and a filing system.
- Forming a working group for volunteers.
- Drafting a TRCS volunteer policy.
- Following up on the code of conduct.
- New registrations and the renewal of volunteers and members registrations.
- Regular meetings were held every Thursday to follow up and review the progress of database and policy formulation.

The numbers of direct beneficiaries of this project stood at around 500 volunteers and staff of the TRCS who contributed directly and indirectly to Tonga's countrywide population.

Malta Red Cross Society – Specific OD support (year 1 of 1)

Project: Increase the visibility and knowledge on the National Society, particularly about the role of the National Society within the local community and the International Red Cross and Red Crescent Movement and its Fundamental Principles and international humanitarian law.

The first step in the project implementation was the employment of a communications officer in the National Society who established links with local media (television, radio and newspaper) to enhance the public visibility of the National Society. This led to the allotment of spots on several television/radio stations attended by the Secretary General and the disaster manager promoting the society and its work. The communications officer also participated in several other radio programmes, and delivered talks to children attending summer schools.

The Malta Red Cross Society was also featured in the local newspapers with the increased publication of press releases on the society's work. Various video clips were posted on YouTube. Interviews with the Secretary General and a branch chairman were also published in two leading newspapers. This increased media coverage generated interest on the National Society, and resulted in the recruitment of new volunteers. From July to September, the society organized three induction courses and a specialized training for the new volunteers. Finally, as planned in the project activities, a twelve-hour course on international humanitarian law was delivered to the officer cadets of the Armed Forces of Malta.

The project has reached:

- Sixty new volunteers across all branches.
- An estimated 25,000 persons through newspapers.
- An estimated 40,000 persons through radio and television.
- Five hundred children through talks and presentations.
- Eight officer cadets through an international humanitarian law course.

Armenian Red Cross Society – Specific OD support (year 1 of 1)

Project: Develop the communication and fund-raising capacity of the National Society through a multi-faceted public relations campaign.

One of the strategic objectives of the Armenian Red Cross Society in organizational development is to minimize the dependency of the National Society on external assistance. The society is developing skills and tools for raising funds locally and promoting the Red Cross. It is also strengthening its contacts with the mass media to ensure a more accurate perception of the National Society and to raise its image through awareness-raising campaigns. During the reporting period, a memorandum of understanding with a leading private sector mobile-phone network provider was signed. It enabled the National Society to implement a large-scale advertising and information campaign. The campaign implemented was larger than initially planned. In total, 36 billboards were placed on the busy streets and roads of Yerevan. Campaign activities included the printing and the placement of billboards, and technical support in making the design of billboards. The National Society successfully implemented campaign activities, such as billboards, articles in newspapers and web sites; two press-conferences covering the launch of Our World Your Move campaign; and the signing of the memorandum with VivaCell. Following these activities, the interest among mass media towards the National Society increased, and it received several offers for cooperation.

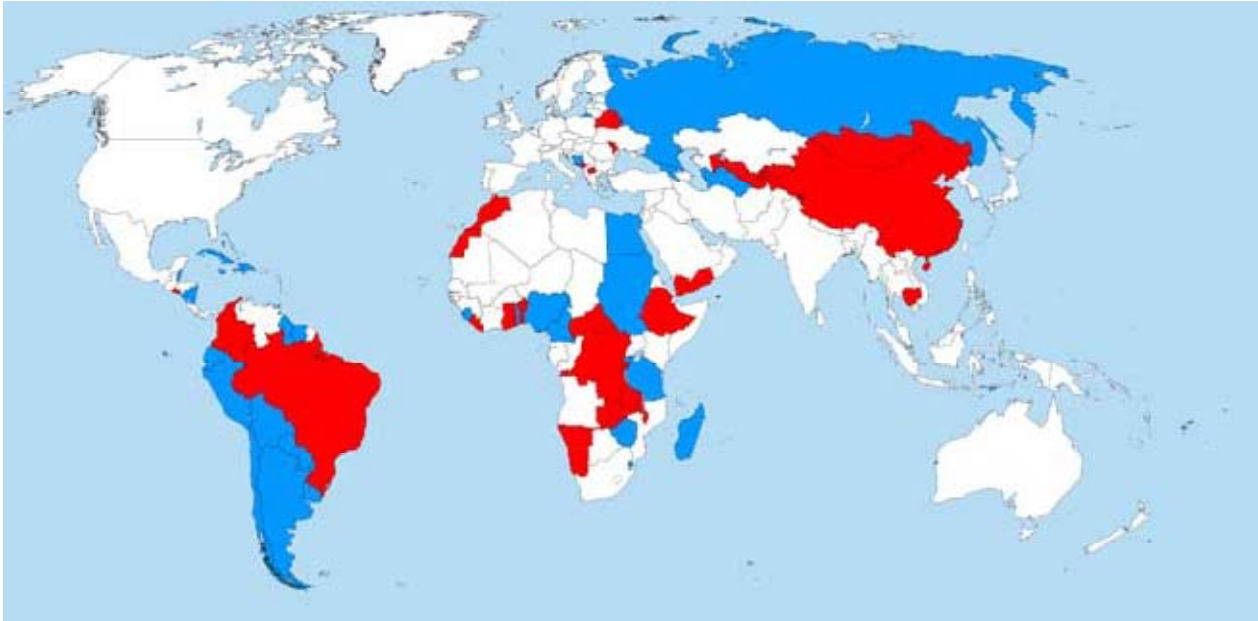
Volunteers play an important part in the society's promotional activities. Four volunteer groups were created in order to promote the activities of the society. The group's work consists of design, article writing, photography and surveys. In order to raise the quality of the society's promotional materials, 18 volunteers undertook training on article writing. Another 25 volunteers will receive training on photography.

Due to the efforts of the highly devoted and motivated volunteers, a collection of video and design materials was created. Video clips showing some of the activities of the National Society were filmed, and a cartoon about the Red Cross principles was translated from German to Armenian to be broadcasted on national and local TV. Volunteers also conducted an initial survey to assess the population's awareness of the Red Cross mission and the activities of the National Society.

For the purpose of stressing the visual identity of the campaign, a new logo for the Armenian Red Cross Society with a bigger red cross was designed and put into use.

Narrative and financial reports are available on FedNet in the CBF document library. Go to: <https://fednet.ifrc.org/sw122098.asp>

National Societies supported by the CBF since 2007



Overall, 64 National Societies have benefited from the support of the capacity building fund over the previous 3 years.

RED: Intensified capacity building
BLUE: Specific OD support

List of supported National Societies (2007-2009)

- | | | |
|-----------------------------|-------------------|--------------------|
| 1 ARMENIA | 22 FIJI / PACIFIC | 45 RUSSIA |
| 2 ARGENTINA | 23 GEORGIA | 46 RWANDA |
| 3 BELARUS | 24 GHANA | 47 SEYCHELLES |
| 4 BENIN | 25 GUYANA | 48 SIERRA LEONE |
| 5 BOLIVIA | 26 IVORY COAST | 49 SOLOMON ISLANDS |
| 6 BOSNIA AND HERZEGOVINA | 27 KIRIBATI | 50 SUDAN |
| 7 BRAZIL | 28 KYRGYZSTAN | 51 SWAZILAND |
| 8 BURUNDI | 29 LESOTHO | 52 TADJIKISTAN |
| 9 CAMBODIA | 30 LIBERIA | 53 TANZANIA |
| 10 CAMEROUN | 31 MACEDONIA | 54 TIMOR LESTE |
| 11 CARIBBEAN | 32 MADAGASCAR | 55 TOGO |
| 12 CENTRAL AFRICAN REPUBLIC | 33 MALAWI | 56 TONGA |
| 13 CHILE | 34 MALTA | 57 TURKMENISTAN |
| 14 CHINA | 35 MOLDOVA | 58 URUGUAY |
| 15 COLOMBIA | 36 MONGOLIA | 59 UZBEKISTAN |
| 16 COMOROS | 37 MONTENEGRO | 60 VENEZUELA |
| 17 CONGO | 38 MOROCCO | 61 WESTERN SAMOA |
| 18 ECUADOR | 39 NAMIBIA | 62 YEMEN |
| 19 EGYPT | 40 NICARAGUA | 63 ZAMBIA |
| 20 EL SALVADOR | 41 NIGERIA | 64 ZIMBABWE |
| 21 ETHIOPIA | 42 PARAGUAY | |
| | 43 PERU | |
| | 44 PHILIPPINES | |