

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Capacity Building Fund

The Capacity Building Fund (CBF) is a multilateral tool of the International Federation of Red Cross and Red Crescent societies to support National Society long-term development. It aims at strengthening National Societies' own capacity to respond to local needs countrywide, through credible governing and managing leadership, increased ability to mobilise volunteers from all ages and layers of the society, around sustainable activities for the vulnerable, and sustainable and diversified income.

Executive summary

- In the last two years, the Burundi Red Cross Society created a community level structure of 1724 units covering 63% of the country so far, including 370 youth sections, mobilising 127,674 new volunteers and providing sustainable social services to the vulnerable.
- The Ghana Red Cross is significantly expanding the number of its grassroots level units: 307 units were recently created, mobilising 8502 volunteers and providing sustainable social and health related services to their communities, focusing on hygiene promotion during funerals.
- The Macedonian Red Cross is developing its multi-tier coordination and supporting mechanism to strengthen its local capacity to deliver services, linking an upgrade of the information management system with staff and volunteers management and fundraising. As part of the recent activities, 13 branches were assigned to open youth clubs and develop micro-projects for the benefit of their communities.

Such successes encourage other National Societies to follow. For instance,

- Leaders of the Central African Red Cross society visited the Burundi Red Cross to get advice for their own development planning process.
- Liberian Red Cross approached Ghana Red Cross in the same spirit.
- The Red Cross of the FYR of Macedonia provided support to the development planning of the National Societies of Montenegro, Moldova and Uzbekistan.

The International Federation secretariat, through the Capacity Building Fund, started by supporting a small number of promising National Societies, who after initial successes now in their turn start to attract and support other National Societies. This is at the core of the development strategy of the Capacity Building Fund (see priorities below): National Societies help themselves and each other, on their own initiative, and the International Federation role is only a temporary external support available upon request. The chances of success are also maximised through thorough and professional selection processes.

Overall, 44 National Societies have been directly benefitting from the support of the capacity building fund in the last year.

During 2010-2011, the CBF aims to provide similar support to over 80 National Societies' development processes, through the following modalities:

- **Intensified Capacity Building (ICB):** 60 National Societies will have received financial and technical support for their internal development process. In addition, Burundi and Ghana Red Cross Societies will continue and end their pilot OD projects under the umbrella title "Mobilizing the local capacity of Africa". The overall ICB budget for 2010-2011 is CHF 7.2 million.
- **Specific OD support (SOS)** – Financial support will be granted to specific OD activities by 20 National Societies who are not selected for ICB support, for a total amount of CHF 2 million for 2010-2011.
- **Urgent OD intervention** – 600'000 will be made available for the Zones to tackle urgent OD situations faced by National Societies as needed.

A large part of the Capacity Building Fund activities is to collect and analyse the organisational development knowledge generated by the National Societies, to then improve development models, and feed in the design of a Federation-wide approach to National Society development. The knowledge generated is also shared to provide advice and guidance to other National Society development processes through the different Red Cross Red Crescent Movement actors.

Currently composed of the Funds Manager and a 50% Assistant, the CBF team needs an additional Officer to focus on the grants management. The expansion is in line with the significant increase in the number of grants linked to the ICB modality and will allow the CBF manager to focus on knowledge management, communication around initial successes, partnership development, and also to provide greater OD guidance, monitoring and support at Zone level for effective implementation of intensified capacity building plans, with a particular focus on supporting African National Societies. The additional CBF Officer position needs to be filled by a fully funded staff on loan.

The current support provided by the Capacity Building Fund to National Societies is possible thanks to the 2008 and 2009 contributions from the British DFID and the Governments and National Societies of Sweden, the Netherlands, and Finland. A significantly increased level of contributions is nevertheless necessary to allow the continuation of the ICB modality as per 2007's Governing Board decision.

The total 2010-2011 budget is CHF 10.6m (USD 10.2m or EUR 6.9m) ([Click here to go directly to the summary budget of the overall plan](#)).

Context

The decision of the International Federation Governing Board at their 2007 meeting in Addis Ababa to upgrade the Capacity Building Fund of the International Federation was followed by the undertaking of significant measures to utilize the fund more effectively¹, towards a more strategic approach to organisational development support to Red Cross and Red Crescent National societies. In addition measures were taken to improve the fund management as per recommendations of an external review published in 2006.

Overall, 44 National Societies have been directly benefitting from the support of the capacity building fund in the last year. Around 20 additional National Societies benefitted indirectly from the fund through regional programs in South America and Africa (New Partnership of African Red Cross and Red Crescent societies – NEPARC). **40 per cent of the fund's resources were allocated to Africa.**

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

Priorities and current work with partners

Priorities

Through the upgraded Capacity Building Fund and the Intensified Capacity Building strategy, priority is put on maximizing the secretariat's limited financial and technical OD resources to increase the chances of long term success by:

1. Providing focus: instead of spreading scarce resources thinly and widely, concentrate on a few promising National Societies, and attract others by creating and sharing inspirational successes;
2. Increasing factors for success through step-by-step and thorough selection processes, focusing mainly on leadership commitment and vision;
3. Increasing National Societies leadership commitment of OD processes, through improved selection processes;
4. Inspiring and providing leadership for other societies to follow, based on success stories, knowledge sharing, thorough documentation and reports;
5. Providing systematic learning on successes and failures to National Societies and OD staff, on how to lead, plan and carry out internal organizational development.
6. Increasing the overall funding for National Societies development through this focused, intensive and systematic approach.

Working in partnerships

The CBF is working in close partnership with several National Societies.

National Society development study

The International Federation, in partnership with the American Red Cross, is undertaking a 6 months 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 upon:

- 1) an assessment of the impact and effectiveness of the ICB program on National Society strengthening and sustainable community development,
- 2) as well as key lessons related to successful organizational development and capacity building from the assessment of a selection of other National Societies.

The study will be part of the 2010 review of the upgraded Capacity Building Fund as requested by the International Federation's Governing Board, and will overall benefit all elements of the International Red Cross and Red Crescent Movement committed to strong National Societies and feed in the development of development models and approaches. It is also proposed that the study be an element of the 1st Red Cross Red Crescent Global Organizational Development (OD) Forum, which is targeted for 5 December 2010 as part of the World Volunteers Day (for more information, see the 2010-2011 OD programme plan).

Expert advisory panel

An Expert Advisory Panel composed of expert representatives from National Societies and donors was created aside the CBF management. These experts provide objective and technical professional assessments on Intensified Capacity Building applications. Partner National Societies contributing to the Fund for over CHF 250'000 annually were offered to propose an OD expert practitioner to the Panel. The secretariat's Secretary General further appointed OD experts from other National Societies:

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

The Capacity Building Fund in 2010-2011

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
Strengthen International Federation members in order to scale up services and programmes delivery, through financing priority OD and capacity building activities of National Societies.

Programme component
1. <i>Intensified Capacity Building</i> support is provided to 60 National Societies. 50-65% of the Fund's resources are allocated to ICB,
2. <i>Specific OD support</i> is provided through Zone offices to 20 National Societies who do not receive ICB support and do not have the adequate funding for the targeted transformation needed.
3. When needed, <i>Urgent OD interventions</i> by Zone offices to National Societies are possible with the necessary funding available under short notice through a fast-track application procedure.
4. 50% of the Fund's resources go to Africa.

The Capacity Building Fund is managed by the funds manager within the secretariat's OD department. Additional human resource is needed in order to ensure the sustainability of the fund and face the growing needs linked to the increasing number of grants managed, associated follow-up and monitoring, knowledge collection and sharing, communication, fundraising and partnerships development (see under the "c) Potential risks and challenges" section). To achieve goals fixed by the Governing Board in 2007, the CBF team needs to be composed of:

- the CBF Manager,
- one additional Officer in grants management (staff on loan),
- and a 50% Assistant.

The additional Officer will be focusing on the grants administration, and overall support the Funds manager in providing greater guidance, coaching, monitoring and support to National Societies and OD practitioners at the Zone level for effective implementation of intensified capacity building plans with a particular focus on African National Societies.

The Fund consists of Africa and Rest of the World Sub-Funds. Half of each contribution received is allocated to the newly established Africa Sub-Fund as per the financial rules adopted by the Governing Board.

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The *Intensified Capacity Building ICB* support is an investment in National Societies own development. Its tailor-made assistance is based on a special ICB plan developed by the selected National Society. The plan takes a strategic and holistic approach to National Society development (see the box "A strategic and holistic approach" below")

The Intensified Capacity Building support is the motor in the development and shaping of the International Federation OD strategy and work. The ICB approach is expected to not only help individual National Societies to greatly improve and expand their organization and work, but also thanks to knowledge sharing and dissemination of success stories, to inspire and encourage further development in a growing number of National Societies. As it involves and affects all main lines of OD work including volunteering, youth etc., it will greatly increase the overall OD learning.

This modality aims at encouraging a more strategic and holistic approach. It builds on:

- an improved selection process of applications,
- clear leadership commitment,
- investment in planning,
- and combines grants with technical support,
- as well as enabling National Societies to retain ownership of their own development.

A strategic and holistic approach

Red Cross and Red Crescent National Societies are complex organizations with a large number of units and functions. These are not joined together mechanically like a machine, but instead form dynamic and inter-related systems, similar to a living body.

National Society growth is an organic process. Any new service, unit or competence has to be fully integrated, otherwise it will fail.

To develop their organization, National Society leaders therefore have to address whole systems of inter-related aspects. The number of volunteers, for instance, can only be increased substantially if the service(s) and organizational units are expanded.

National Red Cross and Red Crescent Societies can apply for Intensified capacity building support twice each year. The selection is done in two steps:

1. An organizational development specialist screens all applications. The CBF committee (see "Fund management") then short-lists up to ten candidates. Each is given technical and financial support (up to a value of 30,000 Swiss francs) in order to develop a plan. The opportunity to develop such a plan is in itself a major organizational development support to the National Society, regardless if it will be finally selected or not.
2. All plans are reviewed by an Expert Advisory Panel (see "Working in partnerships"). Based on their advice, the committee then chooses five societies to receive three-year Intensified capacity building support; technical and financial (up to 100,000 Swiss francs each year).

So far, the ICB benefitted National Societies as follows:

- 2 ICB pilot projects of Ghana and Burundi Red Cross societies have reached 2 years of implementation and already show significant impact and learning.
- 11 were selected for 3 years of ICB implementation (National Societies of China, El Salvador, FYR of Macedonia, Yemen, Colombia, Kiribati, Namibia, Seychelles, Central African Republic, Montenegro, Philippines) and benefit from technical and financial support.
- 29 National Societies benefitted from financial support from the fund and technical support from the International Federation secretariat's organizational development team to prepare development plans, and received recommendations and advice to improve them: National Societies of Benin, China, Comoros, El Salvador, FYR of Macedonia, Morocco, Yemen, Zambia, Belarus, Brazil, Colombia, Kiribati, Malawi, Moldova, Namibia, Seychelles, Tajikistan, Cambodia, Central African Republic, Democratic Republic of Congo, Ethiopia, Kyrgyzstan, Mongolia, Montenegro, Philippines, Liberia, Uzbekistan, Ghana, Burundi.

- 4 were still working on their ICB plans at the time of writing the plan in September 2009, before a final decision would be taken: National Societies of Democratic Republic of Congo, Kyrgyzstan, Mongolia, and Liberia.

In 2010 and 2011, 60 National Societies will be receiving technical and financial (up to CHF 30,000) support for their ICB plan preparation in the 6 first rounds of this modality. Amongst these, 30 will have been final selected for three years of technical support (by Zone offices) as well as financial support (up to CHF 300,000) to implement their plans.

The overall ICB budget for 2010 and 2011 is CHF 7.2 million.

Burundi and Ghana ICB pilots

In addition and linked with the ICB strategy, Burundi and Ghana Red Cross Societies will continue to pilot their OD projects under the umbrella title “Mobilizing the local capacity of Africa”. Initiated in 2007 in Burundi and Ghana, the pilots are achieving concrete results in strengthening National Societies service delivery capacity by creating grassroots Red Cross units that are based on leaders and volunteers mobilized among the villagers and trained and supported by National Society regional branches. Each grassroots’ unit mobilizes its own resources in order to serve the vulnerable in the village. This project is implemented by the National Societies themselves, through financial investment and technical project support from the International Federation OD team. Both projects already show a significant ability and willingness of local communities to organise themselves in a sustainable set-up to address vulnerability through permanent services and with resources mobilised locally.

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 NS will have 340 000 service volunteers delivering 24 million hours per year. This equals to 13 000 full time staff, and the annual value of this work is 18 times bigger than International Federation’s initial investment in the project which is CHF 300 000. Most importantly, at least 140 000 most vulnerable rural people will be served and 95% of the population in the country will be exposed to this good RC work. So far:

- 1724 Red Cross units made up of 127,674 volunteers were created. They cover 63% of the country so far, and respond to community needs on a permanent basis, through social services to the vulnerable with resources mobilised at community level.
- In 2008, 8666 vulnerable people were assisted, and 1860 thatched houses were built for a value of 121,893 USD.



Burundi: volunteers farming to fundraise

Ghana Red Cross

In Ghana the project is to establish service delivering Red Cross units in 10 % of the 78,664 local communities in the country building on existing Mother’s Clubs and local branches. So far:

- 307 community chapters made up of 8,502 volunteers were created.
- In many of the newly created grassroots branches, in poor and remote villages, the community or regional leaders illustrated their support to this new process by offering a land with a facility to the National Society.



Ghana: Village discussion on creating a Red Cross unit

This global pilot program is co-financed by the British DFID and the CBF.

2. Specific OD support is provided to National Societies who do not receive ICB support and don't have the adequate funding for the targeted organisational transformation needed.

The Specific OD support (SOS) modality is both a stand-alone and a complementary tool to support societies which are not receiving ICB support. The financial and technical support is provided through Zones offices. The activities should be of a small scale (i.e. in one of the 3 areas of priority hereunder), should be implemented by the existing staff of the society (without additional project management staff), limited in amount and time, but lead to a significant added value to leverage the overall strengthening of the society.

The Specific OD support gives special priority to organizational change processes to create or clearly contribute to strengthen:

1. National Society structures and services at local (community) level, in line with Global Agenda goal 3.
2. Leadership development within the society (including domestic and international peer support); and the society's internal system at all levels for the coordination of, and support to its local service delivery
3. Domestic resource mobilization

The overall SOS budget for 2010 and 2011 is CHF 2 million.

3. Urgent OD interventions by Zone offices to National Societies are enabled with the necessary funding available under short notice through a fast-track application procedure.

The Urgent organizational development intervention was created in 2007 following a Governing Board request. Unlike the two other support modalities, this is a tool made available for the Zone offices when required, to tackle urgent OD interventions faced by National Societies.

An annual resource of CHF 150,000 is set aside in each of the sub-funds (Africa and Rest-of-the-world), with a fast-track application procedure to allow rapid response. The Capacity building fund resource is only to be applied for and used by Zone offices. In the case of integrity cases, it is only to be used as a start up till the International Federation's plan of action is developed.

There are no specific calls for proposals and applications can be made any time during the year by Zone offices. They are limited in amount and in time. Decision on the allocation request is taken by the Fund's management within one week of receipt of the application.

b) Profile of target audience and final beneficiaries

The Capacity Building Fund targets National Societies through providing temporary external support in the form of long-term investments. Grants are made only when the conditions for sustainable impacts seem to be in place, mainly in terms of National Society leadership skills, commitment and ownership.

c) Potential risks and challenge

Fundraising

The likely annual contributions from the current three partners will only cover around 17 per cent of the amount budgeted for 2010 based on the objectives set in the decision of the Governing Board in 2007.

At its meeting in Addis Ababa in 2007, the Governing Board of the International Federation strongly urged National Societies to make financial contributions to the Capacity building fund. Since then, only one new donor has made a contribution. 100% of the current balance of the CBF is earmarked for future grants for which the fund is already committed (multi-year projects). At the end of June 2009, the fund was even forecasting a negative balance of CHF 736,312. The CBF committee decided in July 2009 that it would not take new decisions on allocations that it cannot financially commit itself to. As a result, and because of the global financial crisis, the 2009 budget was reduced to a more realistic level².

Fund management

The CBF is managed by the Funds Manager at the secretariat since July 2007. Among various improvements, this has allowed the up-grade of the Fund and the launch of the Intensified Capacity Building modality. In addition the position covers the management of the Empress Shôken fund and acting as the secretary of its joint ICRC and International Federation commission. Because the OD department faces a lack of human resources, the funds manager is also involved in several OD core tasks of the department. As a result, it is becoming more and more difficult for the Fund Manager to manage the fund effectively, when the amount of work is dramatically increasing. The number of grants managed is increasing from 53 in 2008 to around 80 in 2010, and so is the budget. At a time when funding development is of a crucial importance, the CBF manager should focus more on programme and impact monitoring, knowledge capturing, analysis and sharing, developing OD strategies further, fund's communication and fundraising, as well as partners relationships.

The following steps will be taken to overcome these challenges:

- The initial successes and learning of the global OD pilots in Burundi and Ghana are starting to raise the interest of current and potential partners. They will be further shared with partners.
- A study on the initial impacts of the ICB strategy and modality will be conducted and communicated to current and potential future partners (see under "Working in partnership").
- The CBF team will increase its human resources. It will include 2.5 staff: the CBF manager, one additional officer (to be recruited in 2010) and a 50% assistant (already in place).

² For more information, see CBF programme update, August 2009.

Quality, accountability and learning

CBF management

The Capacity building fund is managed by the funds manager under the responsibility of the OD department and the CBF Committee. He will keep on ensuring and improving the fund management through;

- the existing guidelines and financial rules
- the current system of close follow up and report tracking
- and by gradually giving a more central role to the seven Zone OD coordinators in programme monitoring and knowledge sharing.

To further increase its quality and accountability, the fund is guided by the CBF committee, on behalf of the Secretary General. The committee consists of the Deputy Secretary General as the chairman, the Under-Secretary General for Development, the Director for Innovation and Knowledge Management, the Head of OD Department and the CBF Manager as Secretary.

An expert advisory panel was established to support the CBF committee and the organizational development department. The Expert advisory panel provides the CBF committee with expert, objective technical advice on the fund allocation decisions (see the "Working in partnerships").

OD knowledge sharing forum

The International Federation secretariat will organise the 1st Red Cross Red Crescent Global Development Forum is targeted for the 5 December 2010 as part of the World Volunteers Day. It will aim at facilitating the exchange of information, technical knowledge and experiences among experts from governments, National Societies, the ICRC and the International Federation secretariat and Zone offices. This will also help with development of strategic partnerships within the area of organizational development and capacity building. Members of the Expert advisory panel as well as research and learning institutions in the areas of institutional development and civil society capacity building will be actively involved in the forum and the initial successes linked to the Intensified Capacity Building will be at the center of the discussions (for more information, see the 2010-2011 OD programme plan).

Communication platform

The Capacity building fund section on the International Federation's global extranet, FedNet, contains news, reports, stories, reference documents, case studies, CBF tools such as applications forms for National Societies and guidelines, as well as a "knowledge centre" to capture and share good practices and lessons learned. This important tool is regularly updated to guide and support the OD and capacity building work of secretariat staff and of the National Societies.

<https://fednet.ifrc.org/sw122097.asp>

How we work	
The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the International Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".	Global Agenda Goals: <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	
For further information specifically related to this plan, please contact: <ul style="list-style-type: none">• Brodier Jean-Etienne, Funds Manager; National Society Development department, je.brodier@ifrc.org; Tel.: + 41 22 730 43 39.	