

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Capacity building fund (CBF)

MAA00011

29 April 2011

This report covers the period 1 January 2010 to 31 December 2010.



Armenian Red Cross society volunteers collecting money in the streets of Yerevan for the social campaign "They are waiting for you..."  
Armenian Red Cross Society (2010). IFRC

### In brief

**Programme outcome:** In facilitating the implementation of Strategy 2020, a core focus is on building strong National Societies<sup>1</sup>. This is fundamental to enabling sustainable<sup>2</sup> service delivery in meeting the needs of vulnerable people worldwide. The CBF is a multi-year investment mechanism financing National Society's priority organizational development (OD) activities that do not manage to attract adequate funding.

**Programme(s) summary:** The Capacity building fund provided the following support during the reporting period:

- **Intensified capacity building (ICB):** Nine National Societies received financial support to start or pursue the implementation of their ICB plan. Overall, 11 National Societies are currently implementing an ICB plan over three years.
- **Specific OD support (SOS):** Fifteen grants for specific development initiatives went to National Societies to start or continue the implementation of their activities.
- **Urgent OD intervention:** one grant was allocated.

Seven reports on grants were received during the reporting period (see extracts in annex).

**Financial situation:** The total 2010 budget is CHF 5,381,077 of which CHF 1,091,056 (20 per cent) was covered by contributions received during the reporting period. Overall expenditure during the reporting period was CHF 1,522,610 (140 per cent of the annual income).

At the end of December 2010, 71 per cent of the fund's closing balance was already earmarked

<sup>1</sup> "A strong National Society is one that is able to deliver country-wide, through a network of volunteer-based units, a relevant service to vulnerable people sustained for as long as needed", Building strong National Societies: Our common endeavour – A comprehensive framework, page 4, Endorsed by the 23<sup>rd</sup> Session of the Governing Board, Geneva, 13-15 April 2011.

<sup>2</sup> Sustainability: "capability to maintain core presence and essential business in all circumstances"

for future expenses and grants to which the CBF is committed or expecting commitment, and CHF 0.6 million was available for launching a new round of grants. The immediate minimum amount needed to launch a new round is CHF 1.2 million and overall CHF 4 million per year would be needed to ensure sufficient investments in National Societies development through the ICB modality.

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

See also:

[CBF Plan 2011](#)

[National Society development support Plan 2011](#)

**No. of people we have reached:** Forty one National Societies were implementing CBF supported activities during the reporting period, and 25 grants for OD activities were allocated in 2010 for a total amount of CHF 1.3m.

**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 and the governments and National Societies of Sweden and Finland.
- In 2010, the secretariat pursued the coordination of the Global OD study with the technical and financial support from the American Red Cross, Australian Red Cross, British Red Cross, Canadian Red Cross, Finnish Red Cross, International Committee of the Red Cross, Norwegian Red Cross, Spanish Red Cross and Swedish Red Cross (See Working in partnership and OD learning).

## Context

Over the years, the Red Cross Red Crescent Movement has provided a lot of OD and capacity building (CB) support to National Societies on numerous different topics, with many different approaches. Many National Societies now have revised statutes, trained staff and volunteers, developed management tools, facilities, improved skills and materials in organizational management, health, disaster management, social services, etc. Unfortunately, these efforts were often not coordinated, unevenly distributed and have often not contributed to strengthen the National Societies as independent domestic organizations providing sustainable services to the vulnerable country-wide.

The decision of 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 effectively<sup>3</sup>, 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 and global support modality. Its aim is to enable National Societies to strengthen their capacity for sustainable service delivery to vulnerable people countrywide, through self-commitment, ownership and a 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.
- **Specific OD support:** It addresses specific development initiatives, particularly for National Societies that are not receiving ICB support. Assistance is provided through zone offices for

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<sup>3</sup> See 2006-2007 report:

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual06/MAA00011r0607.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAA00011r0607.pdf)

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:** 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 zone offices as start up capital, until the IFRC develops a plan of action to handle the specific case.

## Progress towards outcomes

### Targeted outcomes<sup>4</sup>

- *Intensified Capacity Building* support is provided to 60 National Societies. Fifty to 65 per cent of the fund's resources are allocated to ICB.
- *Specific OD support* 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.
- When needed, *Urgent OD interventions* by zone offices to National Societies are possible with the necessary funding available under short notice through a fast-track application procedure.
- Fifty per cent of the fund's resources go to Africa.

### Achievements

#### Intensified Capacity Building support

During the reporting period, **60% percent of the CBF resources went to the ICB program.** This is very close to the target of 65% target fixed by the Governing Board in 2007. It reflects the efforts of the CBF management to invest primarily through the ICB modality as it is the most strategic tool to strengthen National Societies and which demonstrated significant impact in Burundi, Ghana, and China mainly. Nine National Societies received financial support in 2010 for their ICB activities for a total of CHF 783,270:

- ICB 1<sup>st</sup> round: National Societies of China, FYR of Macedonia, Yemen and El Salvador
- ICB 2<sup>nd</sup> round: National Societies of Colombia, Namibia and Seychelles
- ICB 3<sup>rd</sup> round: National Societies of Liberia and Montenegro

Overall, **29 National Societies have so far been benefiting from technical and financial support to prepare ICB development plans**, as well as received recommendations and advice to improve them (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, Montenegro, Philippines, Liberia, Uzbekistan, Ghana and Burundi). This represents 48 per cent of the three-year target fixed by the Governing Board in 2007. The discrepancy is due to the lack of financial contributions to the CBF in the last 4 years (see Constraints or Challenges).

Among the 29 National Societies listed above:

- Two pilot projects of the Ghana and the Burundi Red Cross Societies have reached the third year of implementation, and show **significant impact and learning (e.g. in Burundi: community units delivering sustainable services with local resources were created in 95% of the country and mobilised over 280,000 volunteers).**
- **Nine others were selected for full support** (National Societies of Liberia, China, El Salvador, The Former Yugoslav Republic of Macedonia, Yemen, Colombia, Namibia,

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<sup>4</sup> 3 year objectives as per Governing Board's decisions in 2007, Addis Ababa

Seychelles, Montenegro), and benefit from technical and financial support for the implementation of the ICB plan over three years. Some of them also start to show significant impact in terms of strength (see annex).

- Six National Societies have not finalised their ICB plans and will be notified of the outcome in 2011 (the National Societies of the Democratic Republic of the Congo, Central African Republic, Kiribati, Philippines, Kyrgyzstan and Mongolia).

- Specific OD support:

**Thirty National Societies benefited from grants for specific OD support** in the reporting period to start, pursue or finalise their SOS projects (Armenia, Belarus, Bosnia & Herzegovina, Guyana, Kyrgyzstan, Malta, Moldova, Nicaragua, Peru, Solomon Islands, Timor Leste, Tonga, Uruguay and Uzbekistan), including 16 National Societies of the Caribbean region through a volunteering development project.

- Urgent OD interventions:

One zone office received funding to solve an urgent OD challenge faced by a National Society (a summary of the report can be provided upon request).

## Constraints or Challenges

### Allocations

In 2010, only 24 percent of the CBF allocations went to Africa. This is proportional compared to other zones but below the target of 50% fixed by the Governing board in 2007. In 2010, **40% of ICB allocations were allocated to African National Societies**. The main reason for the under representation of grants is due to the limited OD human resources and expertise in the Federation field structure to support National Societies in their planning and application processes. In addition, the support to National Societies from international partners is often not coordinated. As a consequence, too few applications from Africa were received in the last three years and they were generally assessed of an insufficient quality by the Expert Advisory Panel of the CBF to be selected.

### Finances

At its meeting in Addis Ababa in 2007, the Governing Board urged National Societies to make financial contributions to the CBF. Only one new donor has made a contribution since 2008. In addition, two traditional partners increased their annual contribution while another one stopped supporting the fund, having decided to focus on disaster management. The primary reasons for the difficulty in securing sustainable funding for the CBF are that partners increasingly choose to finance programs directly at zone or country level and that many of their back donors are reluctant to non-earmarked funding.

At the end of December 2010, 71 per cent of the fund's closing balance was earmarked for future expenses and grants to which the CBF is committed (i.e. multi-year projects approved between 2007 and 2010, National Societies engaged in the selection process, annual management costs and three-year review costs). In view of the requirement to keep a minimum balance of CHF 1 million in the fund at all times, a total of CHF 0.6 million was available at the end of 2010 for launching a new round of grants.

<b>December 2010 Fund Balance</b>	5.5m
Allocations of 2010 that will be spent in 2011	0.2m
ICB commitments till 2013	3.1m
SOS commitments till 2011	0.2m
2011 admin/evaluation costs	0.4m
All time reserve	1m
<b>Amount available for future grants distribution</b>	<b>0.6m</b>

A detailed table of committed and planned expenses is available upon request.

The immediate minimum amount needed to launch a new round is CHF 1.2 million and overall CHF 4 million per year would be needed to ensure sufficient investments in National Societies development through the ICB modality.

To overcome this funding challenge, the initial successes and learning of the National Societies implementing ICB are being surveyed through the Global OD study involving 30 National Societies, the Federation secretariat and the ICRC (See Working in partnership and OD learning). It is foreseen that the results of this multi-stakeholder Global OD study, successes from the ICB implementation plans of National Societies (Burundi, China, etc.), together with the recently approved Federation's Framework and principles for building stronger National Societies will contribute to generate more financial and technical support for the CBF. Discussions are being held with several partner National Societies who are interested to contribute to the CBF based on the successes of ICB and other OD modalities (e.g. the Belgium Red Cross is committed to take on the financial support for the continuation of the Burundi Red Cross organizational development plans).

## Working in partnership and OD learning

The current support provided by the CBF to National Societies is possible thanks to the valuable contributions from the British Department for International Development and the governments and National Societies of Sweden and Finland.

### Expert advisory panel

An expert advisory panel was established in 2008 to support the CBF committee and the Learning and 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 IFRC Secretary General and are currently as follows: Director for OD and support at the Norwegian Red Cross, Vice-President of the Kazakhstan Red Crescent Society, Secretary General of the Nepal Red Cross Society, and the Secretary General of the Swedish Red Cross. The panel kept in contact through e-mail in 2010 to review an ICB plan that had been re-worked.

### The Global OD study

After three years of technical and financial support to the National Societies in Burundi and Ghana through an innovative investment strategy and following subsequent investments in eight additional National Societies through the ICB program in the past two years, it was felt that a study was needed to evaluate the effectiveness of ICB and capture best practices in OD in order to contribute to increased knowledge and streamline Movement support to National Society development. In order to gather as much knowledge as possible, the study was expanded to look at National Societies beyond those that had participated in ICB.

The study was initiated in 2009 with the financial support of the American Red Cross, which was later supplemented by additional support from other Movement partners as the study developed (Australian Red Cross, British Red Cross, Canadian Red Cross, Finnish Red Cross, International Committee of the Red Cross, Norwegian Red Cross, Spanish Red Cross and Swedish Red Cross). Following a global search, Root Change, a North American based consulting group, was selected to develop the study methodology and analyze the results.

The study aims focused on identifying the **conditions, elements and inputs that have led to the development of strong National Society capacities for service delivery** through answering five questions:

- **Which capacity building investments yield the highest returns?**
- **How do elements of the Movement understand capacity development, and how do they believe that capacity is best developed?**
- **How is capacity built at the local level?**
- **Why do perceived capacity strengths and weaknesses exist?**
- **How can weaknesses best be addressed, and how can strengths best be leveraged?**

The study methodology developed by Root Change, in consultation with the Secretariat of the International Federation, American Red Cross and other Movement actors, comprised of three components: the Capacity Building Assessment Rubric (C-BAR, an evidence-based, peer-

validated self-assessment), an Organizational Network Analysis (ONA) survey and an evaluative survey for countries that participated in the ICB program (the ICB survey). An online version of the C-BAR tool (known as C-BAR Lite) was also developed.

Findings from the study will be published in the first half of 2011 and incorporated into the framework and principles for building strong National Societies and the various tools provided by the IFRC secretariat to facilitate sustainable development of National Societies. National Societies are encouraged to use this information as a baseline for their own internal organisational assessment and growth, as well as enhancing partnerships with other humanitarian and like-minded organisations.

## 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 relevant services to vulnerable people sustained for as long as needed.

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 and key learning.

The final results and recommendations from the Global OD study will contribute to global knowledge in strengthening National Society development and facilitate a harmonised Movement approach according to shared principles for building strong National Societies, ensuring optimisation of resources sharing and ultimately greater and longer-term impact.

## Looking ahead

In 2011 and 2012, the CBF will place priority on communications and knowledge generation and sharing of past and current successes along the lines of the Principles for strengthening National Societies.

The CBF purpose and modalities will be reviewed and improved based on the current framework and principles for building strong National Society development and outcomes of the Global OD study. A particular focus will be put on optimising usage of the OD expertise through the global OD community of practice and field structures, and various financial and technical resources available in the Movement for National Society development. There is also a greater commitment towards consistency in data collection and measuring the impact of the various OD and capacity building modalities and guidance. This will enable the secretariat to better serve and add value to National Societies, as well as uplift thinking in learning and knowledge development, collectively.

***All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.***

<p>The IFRC's vision is to: Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> <li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li> <li>2. Enable healthy and safe living.</li> <li>3. Promote social inclusion and a culture of non-violence and peace.</li> </ol>
<p><b>Contact information</b></p>	
<p>For further information specifically related to this report, please contact: <b>At the secretariat in Geneva: Jean-Etienne Brodier, Senior Officer, Funds Management; email: <a href="mailto:je.brodier@ifrc.org">je.brodier@ifrc.org</a>; phone; +41 22 730 4339; and fax +41 22 733 0395.</b></p>	

## Annex

### Updates on CBF-funded OD initiatives

(Extracts from the 7 National Society reports received during the reporting period, in their own words)

#### **ICB – Namibia Red Cross Society – year 1 of 3 “Towards sustainable National Society development”**

The Namibia Red Cross Society (NRCS) is one of the young societies in Southern Africa. It has no sustainable programme that it could claim as its own. Its current programmes are heavily determined by external funding support. Some other significant challenges for the NRCS are situated in its branch management structure and local governance. The NRCS ICB plan is addressing the following strategic issues *towards a sustainable National Society development*. It focuses on:

1. Developing community-based health and first aid (CBHFA) as the core programme of NRCS by building on the existing HIV/AIDS programme.
2. Establishing local governance structures in four branches (*Caprivi, Oshikoto, Khomas and Otjozondjupa*).
3. Developing a training design for the newly-ushered leaders to ensure clear understanding of their roles and responsibilities in branch development.
4. Strengthening the human resources of the Namibia Red Cross Society by significantly increasing the number of members and volunteers, improving volunteer management, and enhancing staff capacity. This includes establishing youth structures and programmes in two branches (*Khomas, Oshikoto*)
5. Reviewing and/or developing supportive policies and guidelines to create an enabling environment for the first three strategies.

After a year of implementation, NRCS has already come out stronger with CBHFA being implemented as its own core programme in two of the regions in the ICB focus. CBHFA was introduced to regional leaders during branch development workshops to be undertaken in their action plans. Through a process of training of trainers in branch development, workshops in volunteer management and CBHFA training, the process is being cascaded down to the branches. Branches in Caprivi and Otjozondjupa regions now have functional and trained local governance structures and community services are delivered. The increase in volunteers/members is not yet evident as many have left with the closure of other programmes, but the number of local branches (the units at the lowest level of the organizational pyramid) has increased i.e. six committees in the Caprivi region and six in the Otjozondjupa region.

#### **ICB – Salvadorian Red Cross Society – year 1 of 3 “Reducing vulnerability through local capacity building”**

In 2009, the Salvadorian Red Cross Society (SRC) embarked on the challenge of fulfilling its mission to assist and protect the most vulnerable by working with the community and generating a new public perception as an organization that does much more than provide pre-hospital care. The first step in the project was to strengthen the departmental branches, by training their volunteers, who could then pass on the knowledge acquired to target communities. Once trained, it is the job of these volunteers to strengthen the capacities of the communities, by promoting development and reducing risks, with the formulation of micro-projects by the community volunteers themselves through a process of vulnerability and capacity assessment (VCA).

The opportunities provided by the project have greatly motivated the departmental branches involved in the various stages of the project and, in some cases progress has already been made towards fulfilling the results and indicators. One of the project's strengths is that it has promoted partnerships with social actors in the areas covered by each of the departmental branches, including institutions and organizations such as the Ministry of Education (universities,

colleges and schools), Ministry of the Interior, mayor's offices, civilian police forces, Ministry of Public Health and Social Welfare and other organizations in a position to assist communities.

### **ICB – Red Cross of Montenegro – year 2 of 3**

#### **“With Development towards the Goal”**

The ICB plan of the Red Cross of Montenegro is targeted towards the development of material and technical capacities and the human resources at all levels of the organization. Quality and efficiency of the services provided to the people reached will be improved by the increased networking of relevant stakeholders, partners and beneficiaries in the work of the Red Cross at all levels. According to the findings from numerous analyses that preceded the creation of ICB plan, the following core areas for improvement 2009–2011 are:

1. Improvement of strategic governing and management
2. Development of human resources
3. Fundraising
4. Communication improvement

The first six months focused primarily on decision making and planning, with the involvement of the complete managing and governing leadership, advisory bodies and committees, headquarters and branches. A committee was in charge of evaluating the implementation of the strategy 2006-2010 to provide the basis for an assessment. The new strategy was developed and adopted between January and June 2010 with the support from an external consultant from a domestic centre for development of non-governmental organizations. The process of creation of a human resource policy started in May 2010. It is addressing the recruitment processes, employment policy, capacity building, and assessment of working results, motivation and the promotion of staff. A web designer was hired to redesign and maintain the internet presentation of the National Society so that it better shows current activities and the specifics of individual programmes. News is now regularly updated and the web site includes modern tools such as videos. It was noted that an increased number of volunteers are approaching the National Society following the redesign of the website. In addition, leaflets (200 pieces per programme) for the voluntary blood donation and first aid programme were designed and printed, and are now distributed to the local Red Cross branches for distribution to new volunteers. A quarterly bulletin was also developed and printed in order to inform stakeholders about activities and programme highlights. It is distributed to media, partners, organizations and institutions as well as sister National Societies.

### **ICB – Red Cross Society of China (RCSC) – year 1 of 3**

#### **Exploration and Practice of the “1+x” Red Cross Grass-roots structural mode “Community empowered”**

With the financial support from the IFRC, the RSC's ICB project started in October 2008 in Zhumadian Prefecture, Henan Province, China. The project is specifically implemented by Zhumadian Prefecture Red Cross branch with the guidance and active participation of the headquarters and Henan Provincial Red Cross.

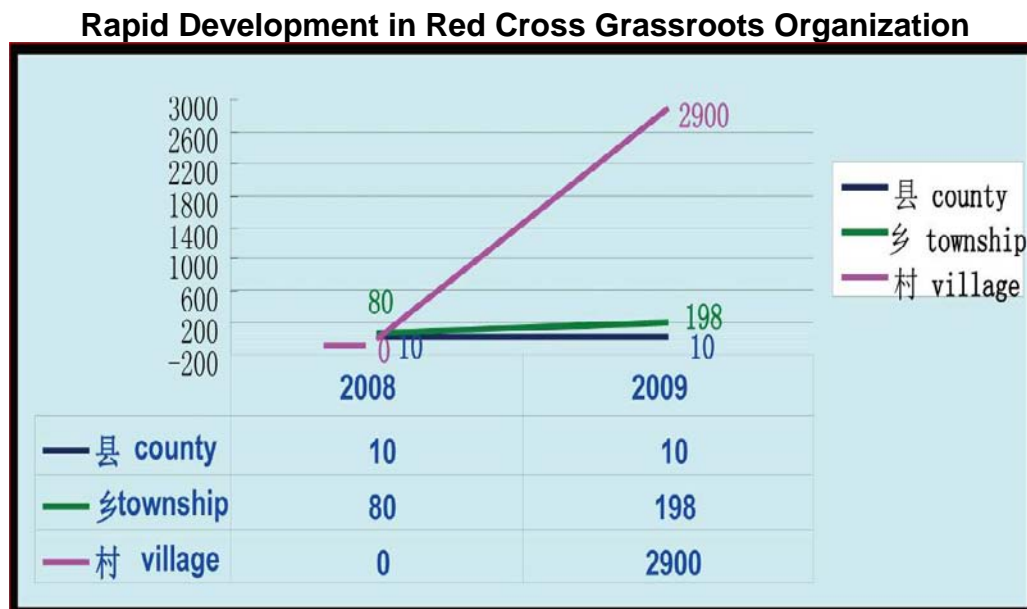
The project is designed as a 3-cycle program with one year as a cycle. It aims at empowering the RCSC to develop a grassroots presence through a community-based model focusing on building sustainable local capacities through

1. improving skills, competencies and performance of staff, so as to increase community-based programme planning and monitoring skills and accountability to the beneficiaries and community at all levels
2. improving the capacity of grassroots level units, so as to increase their integrated service delivery capabilities
3. improving the volunteer cycle management at all levels, so as to develop a standardized and qualified foundation of volunteers for all programmes and services
4. improving the internal and external communication while building its public image, so as to enhance resource mobilization capabilities at all levels

5. integrating standardized planning, monitoring, evaluation, and reporting (PMER) mechanisms in all activities, so as to increase the performance and accountability to beneficiaries and stakeholders.

During the course of this multi-cycle program, RCSC intends to consolidate and actively learn from the pilot experience to explore and implement a brand new service model, to be referred to as the "1+x" model, which will include participation of the whole community with multi-layered inputs and good coordination so as to meet needs while eliminating overlap and existing gaps between programmes. Furthermore, the RCSC will promote the replication of this model of community based needs driven approach to service delivery and monitoring to other core operation programmes, throughout other branches, and even promote it to other National Societies.

In the first cycle, according to the goal and objectives and focusing on the exploration of the "1+x" model, RCSC has designed and carried out a series of initiatives and activities in fields of Red Cross staff capacity building, grassroots organization development, volunteer recruitment and management, community service delivery, PMER mechanism development, etc. Remarkable achievements have been made and rich experience has been obtained as well as valuable lessons learned. All this will be shared within the RCSC even the Red Cross movement and pave the way for the explorations in the second and third cycles.



### **SOS – Armenia Red Cross Society (ARCS), year 1 of 1 “Red Cross for you and you for the Red Cross”**

The “Red Cross for You and You for the Red Cross” programme aimed at setting up a communication system and mechanism for reporting at all levels of the society, leading to a higher profile of the National Society amongst the general population.

The implementation of the programme, especially the image and fund raising activities through billboards and charity boxes, fund raising campaigns, advertisements, SMS campaigns, talk shows, radio and TV broadcasts and use of public relation materials, contributed to the dissemination of the ARCS work creating visibility among the public (an estimated 300,000 people were reached) and providing a better image of its work. This resulted in a more effective cooperation between the ARCS, the communities and the different structures (private and governmental).

New partnerships and communication channels were formed between the ARCS and a number of local and international businesses, corporations, governmental and non-governmental

organizations, communities and mass media. This resulted in a greater in-country fund raising capacity allowing the society to be able to fund more of its domestic activities, and to extend its programmes to cover more people in need. One of the major achievements was the signing of a memorandum of understanding with a leading private sector mobile-phone network provider on continuous cooperation. The cooperation agreement has enabled the National Society to implement a large-scale advertising and information campaign, including the use of billboards and SMS campaigns. Further successful partnerships have also been formed with Zvartnots International Airports, Antares Printing, Nikita Mobile and the Marriot Hotel. Agreements with Ashtarak Kat and HSBC Bank are also in the negotiation progress. In total about 1,960,000 Armenian Dram (AMD) (about 5,300 US dollars) was raised, including 2,000 US dollars for Haiti by the ARCS. The ability to raise this money represents a major achievement for the ARCS, and will contribute to the long-term goal of reducing dependence on external sources of funding.

The capacity of the ARCS also increased in terms of human resources, particularly volunteers from headquarters as well as regional/territorial branches through organizing skills development courses such as article writing, photography, survey skills, fundraising, and leadership skills.

### **SOS– Belarus Red Cross, year 2 of 3**

#### **“Development of youth volunteer movement and participation”**

Despite steady growth of the national economy during the last 10 years, poverty remains a serious challenge in Belarus where over 2.6 million people live below the subsistence level (UNDP 2005). The inhabitants of rural areas and small towns are particularly vulnerable to poverty due to significant rural-urban disparities in income, education, employment, demography and access to core services.

In addressing these challenges and helping the vulnerable, the Belarus Red Cross set an important priority through the SOS modality of the CBF to foster volunteering in local communities as a way to develop new initiatives, build partnerships and strengthen capacities of the 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 programme plan for 2008-2010 foresees institutionalizing already tested methodologies and practices for youth involvement and replicating the successful approaches in the Vitebsk region with a focus on up to 20 local communities.

During the second year of the project, ten youth initiatives and no less than 12 youth actions were implemented. Local authorities supported the project and rendered assistance to the Belarus Red Cross. In doing so, the program continues to build the Belarus 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 their rights and needs in the local communities.

The total number of people who benefited directly from the youth volunteer project between January to December 2009 is 5,101 (including Red Cross youth leaders). In addition, 7,000 people were informed about Red Cross activities. The primary target group of the project is Red Cross youth leaders, volunteers and staff members, as well as key stakeholders including local authorities and civil society organisations. The secondary target group includes vulnerable people in the local communities who are reached through youth community-based initiatives. Youth initiatives also aim at increasing the attention of the authorities, mass media and the general public to the rights and needs of vulnerable people.

### **SOS– Peruvian Red Cross (PRC), year 1 of 2**

#### **“Recovering the capacity of the Peruvian Red Cross”**

Since November 2005, the Peruvian Red Cross has faced an integrity case after the Peruvian judicial powers rejected the results of the 2005 elections and designated a judicial administrator by means of an exceptional measure. This case has since affected activities and severely limited the institutional capacity of the National Society to carry out its humanitarian mission in Peru.

International Federation support has focused on the PRC holding new elections, as a path to a solution. In June 2007, a new judicial administrator was appointed by the judge overseeing the case, supported by the International Federation. In July 2007 the National Society prepared and approved an institutional strengthening plan in order to resolve the crisis and continue to build its capacities. The International Federation, the ICRC and PNS all agreed to support this plan, including CBF support for 2008 and 2009. The main areas of support of the institutional strengthening plan included the preparation for and the holding of elections before the end of 2008, the removal of the judicial intervention, after which the development of the following activities would take place:

1. revision of statutes,
2. new strategic planning process,
3. strengthening of the management structure,
4. establishment of management and financial procedures and systems, and finally
5. strengthening of the branches.

During the reporting period the main focus was the preparation of elections in order to bring the National Society back to institutional normality. It also focused on ensuring that an adequate organizational structure is in place. Furthermore, legal support was continuous to strengthen the legal base of the National Society, for instance through the drafting of internal rules for the statutes. Strengthening the Peruvian Red Cross's legal base will continue in the remaining project period.