



# Capacity Building Fund Report 2021–2022



April 2023

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Member of the Red Crescent Society of Djibouti disseminating the outcomes of the Extraordinary General Assembly in Orobor locality. Photo: Red Crescent Society of Djibouti

# FOREWORD

National Society Development is at the very heart of the work of the International Federation of Red Cross and Red Crescent Societies (IFRC). It is one of our main mandates, together with coordination and humanitarian diplomacy representing the collective. The IFRC was set up in 1919 to establish and develop a National Society in each country of the world. While we have achieved this with the founding of 192 National Societies with their local branches and community level teams, we continue supporting those 192 National Societies to fulfil the growing expectations of communities across all regions and latitudes of the globe.

Our Strategy 2030 clearly identifies the interrelated challenges of the decade. We are all witness to climate change and its extreme consequences on the life of those countries and communities more exposed to its effects. Disasters and crises have been on the rise, both the large scale, those that are forgotten and the silent ones, and their complexity is sometimes overwhelming. As COVID-19 has once more reminded us, global health has never been more fragile. Numbers of people on the move fleeing conflict or those facing lack of economic opportunities have increased enormously, and their basic human right – the right to life – has been threatened. Power, inequality and exclusion undermine the most precious common good we should all share – peace.

The Capacity Building Fund (CBF), along with other tools and initiatives of the IFRC, contributes to addressing these challenges. It enables the

necessary transformations set out in Strategy 2030 to achieve our common goals. Placing communities at the very centre of our work and building our support through volunteers rooted in those communities, the CBF focuses on critical factors of success for our collective local action to be successful: systems, structures, skills, knowledge and learning within an infrastructure that enables volunteers to act as agents of change at the local level. Without physical space (a building or a hut), without the training and alignment to our Fundamental Principles, without the systems and procedures to make things work in a smooth manner, without the connectivity to allow peer support or without minimum investment in their safety, volunteers would not be able to build trust and connect their local action to a global transformational agenda that for over 100 years has been influencing the thinking and practice of development and humanitarian work all over the world.

The Capacity Building Fund makes important investments in the development of National Societies, enabling them to perform the critical role of strong local action and help build resilient communities. We call upon your support and closer engagement to catalyse bigger transformations in the largest global network of local actors to achieve amplified humanitarian impact and results. Together we can uphold our promise and collective commitment to drive localization objectives into concrete action.



**Xavier Castellanos**  
IFRC Under Secretary General  
National Society Development  
and Operations Coordination



Youth leaders in Armenia receiving seed funding to implement community projects awarded by the Youth Leadership Academy of Armenian Red Cross Society (ARCS) Initiative supported by CBF. Photo: ARCS

# 1. THE CAPACITY BUILDING FUND

## 1.1 Investing in local action to increase global impact

IFRC is made up of 192 community-based local organizations – the National Societies – who work as a network, deliver services locally and have global influence. Close to 17 million Red Cross and Red Crescent volunteers across 188,000 local branches and units provide life-saving humanitarian services and support communities in situations of vulnerability. In some contexts, National Societies are the only humanitarian organizations able to operate in countries experiencing disasters, conflicts or a collapse in their social structure.

The scale, quality and effectiveness of our local action is, however, dependent on the ability of National Societies to adapt to emerging challenges, adopt innovative solutions to organizational change and transformation, work in distributed networks, learn from one another and remain fit for purpose. A vast number of Red Cross and Red Crescent Societies need support and investment to transform to match the ever-growing complexity of climate change, pandemics such as COVID-19, economic instability and financial inequality and volatility, resurgence of conflicts and violence and other challenges in the complex global context. National Societies are also working across the nexus and are part of the social capital through education, transfer or ethical behaviour, contributing to social cohesion. An increased investment in National Society Development (NSD) articulated through the seven transformations described in the IFRC [Strategy 2030](#) is needed to unfold the full potential of the largest global network of strong local actors.



**192**

community-based  
local organizations

**17 million**

Red Cross and Red Crescent  
volunteers

**188,000**

local branches and units

Burundi Red Cross volunteers in action,  
helping to clear a farmer's land.  
Photo: Burundi Red Cross



## 1.2 The re-engineered CBF: a sharpened value proposition

The CBF is a funding mechanism that aims to strengthen the National Red Cross and Red Crescent Societies, enabling them to increase the scale and quality of services and programme delivery at a domestic level. Strengthening the strategic positioning, financial sustainability, youth and volunteering, integrity, and the underpinning systems, structures and change management capacities is a critical enabler for such development.

While the CBF has over 20 years' history, in 2021 the IFRC re-engineered it, aligning its purpose, business rules and management structure to the collective transformations set out in the IFRC Strategy 2030. The new CBF is agile, easy to administer and enables the IFRC Secretariat to respond to National Society development needs quickly and efficiently.

Launched in August 2021, the re-engineered CBF has been supporting National Societies to lead and accelerate their transformational journeys by providing necessary resources to meet their development priorities within the top four strategic focus areas:



**Integrity, transparency and accountability**



**Financial sustainability**



**Youth and volunteering development**



**Systems development and digital transformation**

National Societies with reinforced capacities can reach out to more people within their local communities, responding to more need and vulnerability.

Here are the key highlights of the new CBF's value proposition:

- 1 **SHARPENED FOCUS:** it directly addresses National Societies' top identified development priorities.
- 2 **AVAILABLE 24/7:** National Societies can access the CBF at any time, whenever there is a need – no fixed period for calls for proposals.
- 3 **AGILE MECHANISM:** simplified application, quick but highly professional review and approval processes.
- 4 **NO COMPETITION:** proposals do not compete with one another: each proposal is assessed within the operational context of the applicant National Society.
- 5 **FEWER RESTRICTIONS:** unlimited number of non-simultaneous applications per year: after demonstrating evidence of results and successful completion of previous initiatives, a National Society can reapply.
- 6 **PHASED INJECTIONS OF RESOURCES:** consecutive investment of funds in smaller portions supporting a longer-term development process.
- 7 **LOCAL OWNERSHIP:** increased sense of control and responsibility by National Societies for their own development journeys.

## 1.3 How does the CBF work?

The Capacity Building Fund has been designed on the guiding principle of agility of the fund and simplicity of processes. National Societies submit their funding requests through a dedicated online platform. Requests are reviewed on an “as received” basis by a committee comprised of three permanent members. The review meeting invites the relevant IFRC field focal points and subject matter experts to participate in the assessment and provide technical input on the specific areas of the submitted applications.

The flexibility of the CBF has been ensured by removing restrictions as far as possible: it is open to the entire IFRC membership (192 National Societies) at any time; the number of applications made by a given National Society per year is unlimited, provided the previous grant has been successfully implemented and reported upon; the timeframe is decided by the applicant National Society based on their needs. The only requirement is to demonstrate achieved results from the previous allocation before applying for the next grant and comply with the “one application at a time” rule.

Assessment of proposals is done against a set of criteria. To be considered for funding, the proposed initiative must demonstrate the following:

- Reflect one or more of the National Society's development priorities within the CBF eligibility criteria.
- Demonstrate a successful completion of and reporting on any previous CBF allocations.
- Not to be a duplication of an initiative supported by other funds or by other partners.
- Aim at results that will be sustained over time and will contribute to sustainable development of the National Society.
- Present a technically sound development initiative (reflect best practices in the area considered).
- Demonstrate that the proposal is viable, and that the National Society has considered measures to ensure its success.



For straightforward proposals (63 per cent of cases within the reporting period) the review and decision are done within days. In a case where a proposal does not explicitly show its relevance for the NSD priorities of that National Society or fails in the first attempt to meet the simple requirement criteria, the CBF office and technical teams provide the necessary technical accompaniment to help the National Society to improve the application so that it will address their priorities in the most efficient way. The processing time for all applications has on average been 18 working days.

The lack of competition and active accompaniment of National Societies throughout the process is what makes the CBF different and at the same time complementary to other existing funding mechanisms.

The regular threshold of funding requests is CHF 50,000 (Swiss francs) (approximately USD 54,200/ 51,000 euros) per application. Only in exceptional cases and with a solid justification, the funding ceiling can be increased to CHF 100,000. Although due to its design and the focus on agility and simplicity the re-engineered CBF provides grants that are limited in size, the use of such grants by National Societies is meant to support the strategic vision and commitment to transform that National Society. These are non-conditional funds to ignite and support National Societies' development efforts with longer-term perspectives.

In addition, the CBF encourages National Societies to work together when addressing similar issues which enables building into the proposal economies of scale, synergies and collective learning. In the end, however, each National Society submits an individual proposal to CBF.

The IFRC will continue listening to National Societies to receive feedback and guidance on the relevance of the CBF to their development needs and adjust the funding mechanism and its business processes to better match such expressed needs.

Health fair organized by the Ecuadorian Red Cross to raise community awareness about the importance of vaccination, Guayas, Ecuador. Photo: Ecuadorian Red Cross



Girls in football, a youth community project supported by CBF in Armenia. Photo: Armenian Red Cross Society

## 1.4 Complementarity with other mechanisms

The CBF is part of an ecosystem of support to National Societies on their development efforts. This ecosystem includes a wide range of options:

- National Society own funds: this option can include funds received from a National Society's national authorities in recognition of their contribution to service provision; and funds generated through fundraising, income generation activities, donations and asset management.
- Access to funds through annual plans: this includes seed funds from IFRC annual plans, and contributions from sister National Societies and the International Committee of the Red Cross (ICRC) to NSD priorities through the IFRC-led unified planning approach.

- Access to other NSD funds, including the **National Society Investment Alliance (NSIA)** that focuses on fragile settings<sup>1</sup> and the **Empress Shôken Fund (ESF)** focusing on innovation.
- Access to funds through regional initiatives focusing on local action: as an example, the IFRC together with the American Red Cross and the Bureau for Humanitarian Assistance have spearheaded an initiative in Asia Pacific called RedReady, that focuses on institutional readiness for National Societies and their branches to better prepare for locally led response.

While those initiatives are stemming from different sources, the IFRC – in line with its mandate to coordinate all NSD support and initiatives – plays a major role at global and local (country) level to ensure proper coordination, coherence and complementarity, ensuring alignment to the NSD priorities of a given National Society.

<sup>1</sup> Of the 192 National Societies, NSIA focuses on some 80 existing in fragile settings. It leverages the [INFORM index](#) to identify such settings.



## 2. THE CBF IN FIGURES

**59**

**Applications approved**

**23**

**Applications completed by 31/12/2022**

**CHF 5 million**

**Amount disbursed**

(including CHF 1.5 M bulk allocation to develop digital engagement capabilities of 52 NS).

**Four development priorities addressed**

(note: one application may address more than one priority area)

**19**

**Integrity, transparency and accountability**

**23**

**Financial sustainability**

**17**

**Youth and volunteering development**

**20**

**Systems development and digital transformation**

For **63%** of applications received, a decision was made in an **average time of 11 days**



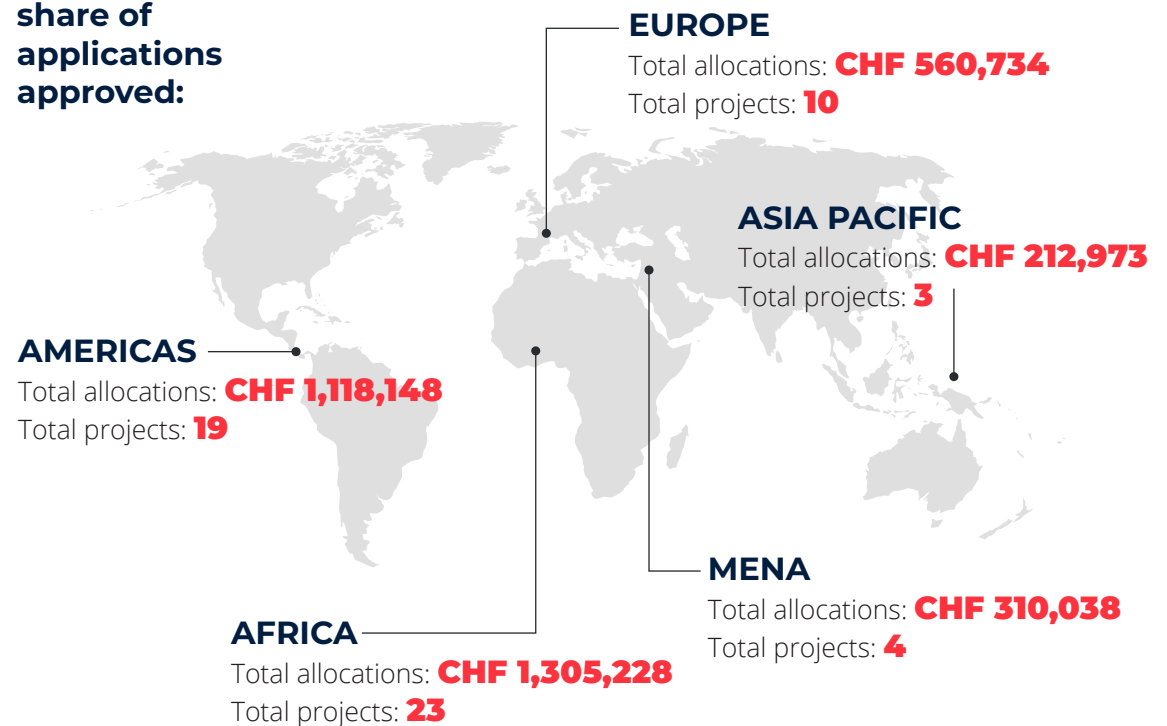
**37%** of applications required further consultation and revisions



Overall, the **average decision time** during the reporting period was **18 days**



**Geographical share of applications approved:**



# 3. ANALYSIS OF NATIONAL SOCIETY APPLICATIONS

## 3.1 Integrity, transparency and accountability

- ▶ *Trust is at the heart of effective National Society action. As National Societies seek to expand their presence and improve the quality of their services in communities everywhere, trust enables access, promotes acceptance of Red Cross Red Crescent services, and is the basis for National Society capacity to sustainably mobilize human and financial resources and create strategic partnerships with other actors.*

National Societies build trust through consistent application of the Fundamental Principles, integrity of leadership and decision-making processes within National Societies, their transparency in communicating with stakeholders and their responsiveness to feedback and criticism. Diversity at all levels of National Societies encourages different perspectives to be considered in decision-making.

National Societies that function effectively have transparent governing instruments and processes, and a clear definition of their relationships with their public authorities. Policies, procedures and feedback mechanisms support cultures in which leaders, staff and volunteers act consistently in line with the Red Cross Red Crescent principles and values.

Integrity, transparency and accountability is one of the three main areas for NSD support identified by the [2019 NSD Compact](#).

Clinical laboratory of Guatemalan Red Cross operating new medical equipment acquired with CBF support. Photo: Andrés Lemus - Guatemalan Red Cross





Red Cross Society of Panama deploying newly acquired IT equipment to conduct workshops for internal staff.  
Photo: Red Cross Society of Panama

### 3.1.1 What support have National Societies applied for?

Of the nineteen National Societies that received CBF support for integrity, transparency and accountability in the period August 2021—December 2022 (note that some applications supported more than one area):

- **Seven** developed or updated *policy*, including in areas such as *safeguarding and fraud and corruption*<sup>2</sup>.
- **Six** carried out leadership training at national or local level<sup>3</sup>.
- **Four** reviewed/revised their internal *statutes and/or Red Cross Law*<sup>4</sup>.
- **Three** strengthened internal *management systems* to improve internal coherence<sup>5</sup>.
- **Two** revitalized critical *governance processes* through supporting preparation and coaching to run successful statutory meetings<sup>6</sup>.

### 3.1.2 How does the CBF investment in National Societies' integrity, transparency and accountability lead to strong and effective local action?

- National Societies include people from diverse stakeholder groups as members, volunteers, staff and leaders. Their voices support National Societies to engage with the needs, capacities and perspectives of vulnerable and marginalized communities.
- National Societies consistently mobilize human and financial resources from communities and from partners and build strategic partnerships with domestic and international actors.
- National Societies act cohesively. There is consistent understanding and application of the Fundamental Principles and National Society policy across all organizational levels.
- National Societies share how resources have been used and take on board feedback from stakeholders and from learning processes to constantly improve services.

<sup>2</sup> Liberian Red Cross Society, Namibia Red Cross, Senegalese Red Cross Society, The Uganda Red Cross Society, Uruguayan Red Cross, Zambia Red Cross Society and Zimbabwe Red Cross Society

<sup>3</sup> Burundi Red Cross, Red Crescent Society of Djibouti, Kenya Red Cross Society, Mali Red Cross, Namibia Red Cross, Zambia Red Cross Society

<sup>4</sup> Ghana Red Cross Society, Mali Red Cross, Namibia Red Cross, Zambia Red Cross Society

<sup>5</sup> Argentine Red Cross, Colombian Red Cross, Red Cross of the Democratic Republic of Congo

<sup>6</sup> Red Crescent Society of Djibouti, Togolese Red Cross



## Promoting effective leadership

# BURUNDI RED CROSS



### **CBF-Burundi**

***“If you want strong National Societies, you need a solid local base to respond to community needs.”***

**Gilbert Nshimirimana, Organizational Development Manager,  
Burundi Red Cross**

Previous CBF investment in Burundi Red Cross (BRC) in the period 2005—2008 supported an organizational transformation that created nearly 3,000 grassroots community units mobilizing volunteers for two to four hours each week to carry out simple activities to help vulnerable people and protect their communities.

Previously, the National Society had been dependent on donor funding to carry out activities. Following this transformation, BRC mobilized millions of hours of volunteer time each month, reaching every community in the country.

Fifteen years later, Burundi Red Cross mobilizes 624,000 volunteers, organized into 2,926 local units. Local units are supported and coordinated by commune and provincial branches, which also provide more specialist services to support local units, such as disaster response.

Activities at each level are led and overseen by volunteer committees. Committees are responsible for mobilizing and training volunteers, deciding what activities the unit will carry out, attracting and managing financial resources, and coordinating with local administrations and other levels of the BRC structure.

Prior internal analysis had suggested that committees at all levels were not adapting to changing humanitarian and political environments. In 2019, a new committee structure was introduced to include roles with specific responsibility for risk management, transparency and accountability, and

resource mobilization. The size of the local committee was increased from seven to ten members. However, monitoring suggested that these new roles were not well understood, and the committees not making use of these new functions.

As partner projects do not systematically invest in strengthening National Society structures, the National Society needed another form of investment.

BRC applied for CBF investment to train members of the national committee and all 36 provincial committees in risk management, transparency and accountability, and resource mobilization, and to set up volunteer coaching and learning centres. These centres group together four or five local units, bringing together volunteers for general training and operational experience sharing (peer learning). The terms of reference of the volunteer coaching and learning centres were disseminated to leaders of the 119 communal Red Cross units which oversee these centres.

Initial results of this investment are encouraging. BRC regularly carries out a branch self-assessment exercise. Results show that in 2022, 80 per cent of branches met the “well-functioning” standard, compared to 70 per cent the previous year. CBF investment was described as a major driver of this improvement.

***“We see the CBF as an important source of investment to strengthen the organizational development of Burundi Red Cross.”***

**Gilbert Nshimirimana, Organizational Development  
Manager, Burundi Red Cross**



## Connecting a unified **DOMINICAN RED CROSS**

### **CBF Dominican Republic**

***“The CBF gave us space to think about ourselves.”*** 

**Arnaldo San Román Ollo, Planning Director,  
Dominican Red Cross**

For National Societies which are not financially sustainable, activities are often determined by the donor funding available. Short-term, project-based funding can mean that National Society priorities change regularly, based on donor interest. Such funding does not generally support the long-term development of the National Society as an organization. It often focuses on delivering specific results, based on pre-defined activities and budget lines.

A change in leadership in the Dominican Red Cross (DRC) has brought a renewed focus on working together as one National Society, concentrating on shared results. The process of developing the National Society's first strategic plan involved the input of governance committees and over three hundred volunteers. At the time, the National Society was not sure how many branches made up the National Society. There was disconnection between the national headquarters with its focus on national programmes, and the community organization of the DRC.

DRC used CBF investment to work with branches to develop very simple visual materials to be displayed in branches, describing the Fundamental Principles, objectives, priority groups and other basics of the Red Cross Movement, so that staff, volunteers and people helped by DRC would have the same understanding of the National Society. It worked on defining how volunteers should be inducted into the National Society and developed a basic planning process so that each branch could plan and share its annual plans with the national headquarters.

Following implementation, 26 of 145 DRC branches produced annual plans. The learning from this was that it will take time until all branches see the purpose of working together in this way and have developed trust in the national headquarters. For the next planning cycle, the planning process will be made even simpler.

Important information is, however, already emerging. Ten of the 26 branches work with pregnant teenagers – a theme that was not on the radar of the national headquarters. It seems probable that DRC branches are working in different ways with this vulnerable group, meaning that the Red Cross may be giving different messages in different parts of the Dominican Republic. Having identified this, the National Society has the opportunity to work in a more harmonious and coherent manner.

The process in which the CBF has invested is opening up new conversations within DRC about the respective roles and responsibilities of headquarters and branches, and what working as a unified organization means in this context. CBF investment in the organization, rather than humanitarian outcomes, could be an early step in a journey that transforms how DRC operates, making it more responsive to communities and more cohesive in its humanitarian approaches.

***“The Dominican Red Cross is working more decisively towards becoming the Red Cross we want to become.”***

**Arnaldo San Román Ollo, Planning Director,  
Dominican Red Cross**

## 3.2 Financial sustainability

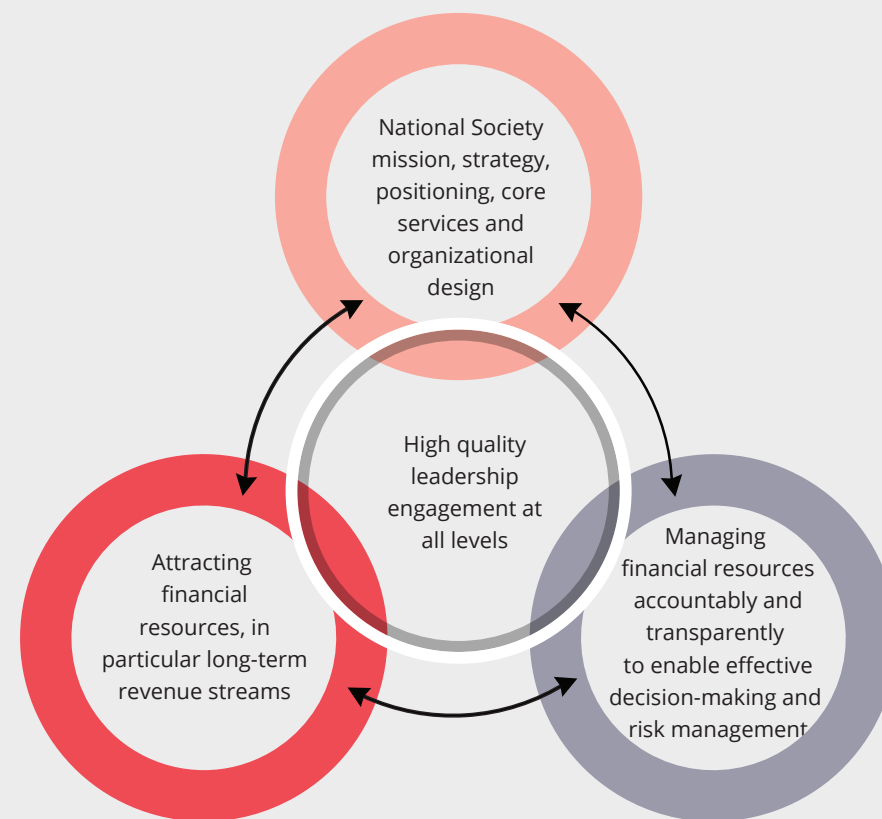
▶ *Being able to mobilize and manage financial resources is core to a National Society's capacity to deliver ongoing services in a transparent and accountable manner, carry out its governance functions in line with its statutes, and scale up (with international support when needed) in the event of humanitarian crisis.*

Financial sustainability has been consistently raised as a priority concern by National Societies. Evidence of this is widespread including, for example, data from Organizational Capacity Assessment (OCAC) indicators completed by National Societies over the past decade. Recent data further show the challenge has only grown in the context of the economic impact of the COVID-19 pandemic<sup>7</sup>.

Key dimensions of financial sustainability are summarized in the four pillars of National Society financial sustainability:

- 1. A clear mission and strategy** that positions the National Society within the national ecosystem with a flexible organizational structure adapted to realistically available local resources.
- 2. Effective resource mobilization** to attract the required financial resources, prioritizing stable long-term revenue streams.
- 3. Financial management systems** to manage resources accountably and transparently, while using data for strategic decision-making and risk management.
- 4. Ongoing leadership engagement** at all levels that proactively navigates financial risks, opportunities and enables the three other pillars.

### Four pillars of National Society financial sustainability



What makes for a financially sustainable National Society is context-specific, and evolves over time, depending on legal, economic, political and humanitarian contexts. Some environments are unlikely to allow National Societies to be fully financially self-sustaining soon: however, the process of developing financial sustainability is observed to strengthen National Societies' local positioning and key relationships, increase focus on accountability and transparency, and strengthen their strategic focus.

<sup>7</sup> 61 of 173 (35 per cent) of National Societies contributing to the COVID-19 Outbreak 24-Month Update Report (2022) recount unrestricted financial reserves to cover three months' operations.

### 3.2.1 What support have National Societies applied for?

CBF investments in National Society financial sustainability span a range of aspects. Of the 23 approved applications referencing financial sustainability in the period August 2021—December 2022:

- **Ten** National Societies requested CBF investment to launch or upgrade income-generating activities<sup>8</sup>. Activities vary by context: in low-resource environments, National Societies often generate income through hiring out office and meeting space, and the CBF may provide funds to support refurbishment/ construction of such facilities; in other contexts, several National Societies have received CBF support to upgrade equipment in their medical services, strengthening local health services while recovering income losses due to COVID-19 and generating income for the National Society.
- **Three** National Societies received CBF support to lay foundations and develop opportunities for the National Society to generate income<sup>9</sup>. A further **six** applied for support to implement software solutions to support professional fundraising<sup>10</sup>. A number of projects included testing processes to attract and recruit individual donors to regular giving programmes.
- **Two** CBF investments focus on reducing National Society costs<sup>11</sup>. For example, CBF is supporting one of them to install solar-paneling to reduce annual power costs.
- **One** National Society<sup>12</sup> applied for support to engage with their public authorities in updating the national Red Cross Law, which in many contexts makes provisions for regular contributions from national authorities to National Societies, tax breaks, or other forms of practical support.
- **Another** National Society<sup>13</sup> received CBF funding to strengthen internal risk management, including the oversight by the central governance on the financial statements and the results of fundraising and income generation.

### 3.2.2 How does the CBF investment in National Societies' financial sustainability lead to strong and effective local action?

- National Societies maintain ongoing services within communities, are prepared for sudden emergencies, and have the systems and procedures in place to scale up a response or develop new services as required.
- National Societies consistently demonstrate transparency and accountability in their internal functioning and in their relationships with communities and other partners.
- National Societies invest in their own development processes to become stronger local actors.

<sup>8</sup> Belize Red Cross Society, Ecuadorian Red Cross, Guatemalan Red Cross, Honduran Red Cross, Jamaica Red Cross, Lesotho Red Cross Society, Red Cross Society of Niger, Rwandan Red Cross, Senegalese Red Cross Society, South Sudan Red Cross

<sup>9</sup> Colombian Red Cross, Malaysian Red Crescent Society, Paraguayan Red Cross

<sup>10</sup> Estonian Red Cross, The Palestine Red Crescent Society, Portuguese Red Cross, The Russian Red Cross, Red Crescent Society of Tajikistan, Ukrainian Red Cross Society

<sup>11</sup> Libyan Red Crescent, Saint Vincent and the Grenadines Red Cross

<sup>12</sup> Ghana Red Cross Society

<sup>13</sup> Uruguayan Red Cross



Workshop to review and validate manuals and guides developed with CBF support for the Nicaraguan Red Cross youth programme. Photo: Nicaraguan Red Cross



## Transforming local branch sustainability through medical services

# ECUADORIAN RED CROSS




### **CBF Ecuador**

Ecuadorian Red Cross (ERC) medical centres are present in 14 out of 24 national provinces. Their mission is to provide high quality and affordable medical services, including free and cost-price services to communities, while covering their own costs and passing 20–37 per cent of their income to local Red Cross branches.

The medical centres are a wholly owned subsidiary of the Ecuadorian Red Cross, constituted as a company. Their annual turnover is in the order of USD 5–6 million, and they typically generate USD 800,000 for the National Society each year.

The transformation of the medical centres with improved spaces and equipment began in 2016, with the goal of providing patients with integrated medical services. In the next five years, the medical centres will continue to transform their services, expanding into the remaining ten provinces in Ecuador.

Offering these services to marginalized populations with limited access to medical services has helped build local Red Cross branches' credibility and trust within communities.

 *The transformation of the medical centres has helped to renew the Red Cross image in Ecuador, re-positioning it from being known as an organization focusing on blood services and ambulances, to being seen as having a wider role in public health.*

This wider role became obvious during the COVID-19 pandemic, when the ERC medical centres provided and processed 800,000 tests for free or at cost price, providing free medical consultations in marginalized communities.

To support this transformation, ERC accessed CBF support to purchase five portable ultrasound machines, receiving support from the IFRC in managing the medical equipment procurement process. In the first five months of operation, the scanners provided 266 free, and over 400 paying scans. Budgeting for the scanners includes a 10 per cent depreciation charge to replace the scanners at the end of their lifetimes.

Through this investment, the CBF has supported ERC to extend and sustain both medical services and the services of its local branches into marginalized communities, while contributing to building ERC trust and credibility in these communities.





## Strengthening the internal controls to promote localization of aid

# THE PALESTINE RED CRESCENT SOCIETY



### **CBF-Palestine**

Trust is central to the localization of aid. One dimension of this trust is the capacity of local humanitarian actors to manage partner funds transparently. Using robust local systems means that donors do not implement management and monitoring systems in parallel to those of the National Society. In many cases, servicing multiple parallel donor systems erodes National Society capacity, reducing the proportion of resources reaching communities in need.

It is a goal for The Palestine Red Crescent Society (PRCS) to have partners accept one PRCS management system for all support. To achieve this, partners must be able to verify that PRCS has adequate policies, systems and capacities in place to meet the necessary standards and be confident to advocate for acceptance of these by their back donors.

PRCS responds regularly to the recurrent crises in the occupied Palestinian Territory and is strongly rooted in communities through its volunteer local action groups and qualified volunteer network. While 80 per cent of PRCS activities are locally financed, international support is important to continue enhancing PRCS resources and expertise. Unusually, PRCS has two branches outside the occupied territory, in Lebanon and Syria, creating an additional challenge for resource management.

▶ ***PRCS requested CBF investment to help it purchase and implement a unified Enterprise Resource Planning system (ERP), to include human resource management, finance management, asset management, information and data, and monitoring and reporting.***

In parallel, PRCS is carrying out a comprehensive revision of policies, standard operating procedures (SOPs), tools and measures to remove inconsistencies across the National Society. PRCS contributed 80 per cent of the cost of the ERP from its own resources, seeing it as a priority for developing quality management and evidence-based decisions.

At the end of the CBF project timeframe, financial, warehouse, procurement, and human resources modules of the ERP system had been fully implemented in PRCS headquarters, with partial implementation of the logistics and vehicle maintenance modules of the system. Implementation was observed to improve processes between departments, and their interactions with finance, warehouse, and procurement departments, improving understanding of decision-making processes by all departments involved.

A solid resource management system on its own will not guarantee that PRCS partners take steps to localize their aid. It is, however, an important component of demonstrating PRCS capacity to manage funds with complete transparency. If successful, a greater proportion of future donor contributions to PRCS will reach affected populations, rather than being absorbed by administration.

### 3.3 Youth and volunteering development

▶ *Most National Society services are delivered by volunteers, i.e. people who carry out volunteering activities or services out of free will and not by a desire for material or financial gain. Volunteering can be an ongoing activity with a National Society, or a spontaneous response to a one-off crisis or appeal. Most National Society Boards are made up of volunteers – creating a link between National Society governance and communities and vulnerable people everywhere. Of the nearly 17 million volunteers active within the IFRC network, a majority are young people.*

Different contexts have different histories and traditions of civic engagement, activism and mutual aid, and patterns of volunteer and youth engagement change over time as societies and technologies evolve. [IFRC Strategy 2030](#) and the [IFRC Volunteering Policy](#) reflect the wish of many volunteers to have greater autonomy, competence and a sense of belonging when engaging with the Red Cross Red Crescent.

The bases of effective volunteer and youth engagement are:

- Enabling environments that motivate volunteers and young people to participate in and lead meaningful Red Cross Red Crescent actions, and have their voices heard in the life of the National Society.
- Appropriate systems and processes to ensure that volunteer time and effort are effective and safe.
- A strategic overview of volunteer engagement within the National Society, and the current factors supporting or limiting this.
- Adaptation to changing environments to continue to inspire people of all ages to see National Societies as organizations that are relevant, trustworthy and dynamic.

Child engagement activities organized by Lebanese Red Cross youth members.  
Photo: Lebanese Red Cross





Botswana Red Cross Society volunteers constructing temporary shelters in areas damaged by heavy rainfalls in the Kgaladadi district. Photo: Botswana Red Cross Society

### 3.3.1 What support have National Societies applied for?

Of the seventeen National Societies receiving CBF support for youth and volunteering development in the period August 2021—December 2022:

- **Eight** developed and/or delivered training programmes with CBF support, including carrying out leadership development activities<sup>14</sup>.
- **Four** have developed new spaces to engage young people, whether through school programmes or dedicated spaces<sup>15</sup>.
- **Three** strengthened existing volunteer management systems, for example developing and extending databases<sup>16</sup>.
- **Two** have used CBF support to strengthen national policy in the areas of volunteer and/or youth engagement<sup>17</sup>, and **three** have developed engagement strategies<sup>18</sup>.
- **Two** continued to develop and implement the [MOTI app](#), a tool to research volunteer motivation<sup>19</sup>, and **four** held conferences and events to retain and recruit volunteers and young people<sup>20</sup>.
- **Two** set up small-grant funds to encourage locally led action<sup>21</sup>.

### 3.3.2 How does the CBF investment in National Societies' youth and volunteering development lead to strong and effective local action?

- Trained Red Cross Red Crescent volunteers are active and visible in communities delivering ongoing services and providing a first response to emergencies.
- Young people have opportunities to meet, learn new skills and make new connections, and take and lead action within their communities.
- Volunteers are safe in their voluntary action and adhere to appropriate standards of behaviour.
- Vulnerable people are part of shaping Red Cross Red Crescent action within their communities.
- Communities have enhanced levels of social capital and are more resilient.

<sup>14</sup> Armenian Red Cross Society, Bolivian Red Cross, Botswana Red Cross Society, Burundi Red Cross, Lebanese Red Cross, Nicaraguan Red Cross, The Sudanese Red Crescent, Red Crescent Society of Uzbekistan

<sup>15</sup> Bulgarian Red Cross, Malawi Red Cross Society, Red Crescent Society of Uzbekistan, Yemen Red Crescent Society

<sup>16</sup> Armenian Red Cross Society, Costa Rican Red Cross, The Sudanese Red Crescent

<sup>17</sup> Burundi Red Cross, Namibia Red Cross

<sup>18</sup> Costa Rican Red Cross, Mongolian Red Cross Society, The South African Red Cross Society.

<sup>19</sup> Cyprus Red Cross Society, Swiss Red Cross

<sup>20</sup> Botswana Red Cross Society, Burundi Red Cross, Costa Rican Red Cross, The South African Red Cross Society

<sup>21</sup> Armenian Red Cross Society, Mongolian Red Cross Society



## Motivating volunteers and staff

# CYPRUS RED CROSS SOCIETY



### **CBF Cyprus**

Cyprus Red Cross Society (CRCS) is a small National Society of about 500 adult volunteers and a further 1,500 young volunteers mobilized through primary and secondary schools, supported by 32 branch and national staff. The 2013 Cypriot financial crisis greatly curtailed its headquarters' resources: despite the income it receives through first aid services, it often struggles to afford staff and volunteer expenses.

CRCS provides humanitarian aid and psychosocial support to the local population and migrants in need. It supports migrants in the period between leaving reception centres and accessing government support, facilitates medical supplies to 400 enclaved people living in the non-government-controlled area, and provides first response and disaster management services across Cyprus. During and following the COVID-19 pandemic, 137 CRCS volunteers delivered necessities to more than 114,000 homebound elderly and vulnerable people.

A strategic goal for CRCS is to strengthen its volunteer base and youth engagement. CRCS has undertaken extensive organizational change since 2018, particularly the standardization and documentation of processes. This has led to a move from generalists to more specialized staff roles, and this change is perceived to have demotivated some staff and reduced teamwork.

▶ *The CBF proposal was designed to improve the motivation of staff, develop their leadership skills and teamwork, and better understand what motivates CRCS volunteers and young people. To do so, CRCS used the MOTI volunteer motivation action research approach developed and piloted by a consortium of National Societies in conjunction with academics.*

Headline findings from the research suggested:

- A higher level of discontentment among men than women, in both volunteers and staff.
- Young volunteers feeling more listened to and encouraged than other age groups but frustrated with their current low level of autonomy within CRCS.

CRCS will build on the research findings to change how CRCS recruits and supervises younger volunteers and develops leadership skills in CRCS staff and volunteers. Based on the findings, it will put greater future emphasis on youth engagement within the National Society, and to this end CRCS hopes to attract further CBF support to develop a broader Youth Engagement Strategy to capture this learning.



## Re-imagining working with youth volunteers

# ARMENIAN RED CROSS SOCIETY



### **CBF Armenia**

Eighty-five per cent of the 7,000 Armenian Red Cross Society (ARCS) volunteers are young people.

Recent experiences of responding to COVID-19 and the escalating conflict in Nagorno-Karabakh highlighted challenges in volunteer management within ARCS. With CBF support, ARCS has developed and implemented procedures and trainings to improve volunteer safety and security, and to deal better with spontaneous volunteers: people who come forward to help in response to a sudden emergency.

These are critical investments to improve the safety and quality of volunteering within ARCS. The investment also strengthened branch level capacity to work with volunteers: while much volunteer coordination is currently managed from the national office, the goal is for branches to take on this work over the coming years.

At the same time, the CBF investment is also challenging ARCS to re-define how it thinks of volunteering and volunteer engagement.

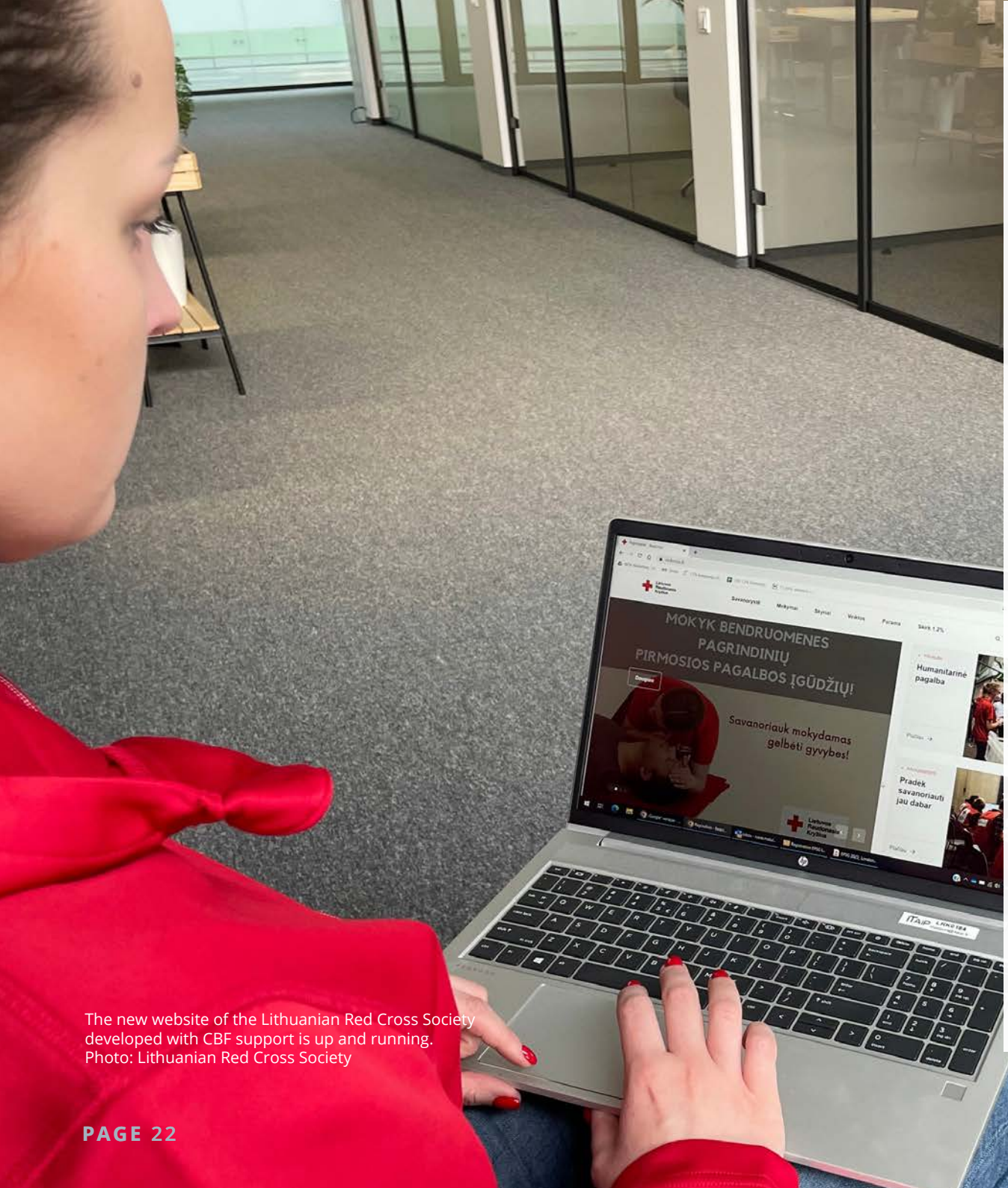
Volunteers within ARCS have traditionally been deployed within ARCS-organized programmes. While ARCS is the largest volunteer organization nationally, it often cannot accommodate all the (mainly young) people who approach it to volunteer. One of the attractions of ARCS for young people is that volunteering offers them practical experience in contrast to a national education system that focuses on academic attainment.

Project implementation involved liaising with communities and local authorities, and mobilizing further resources, raising the local profile of ARCS. In several villages, the entire community took part in the initiative.

▶ *As part of the CBF investment, ARCS selected 20 young people to take part in a Youth Leadership Academy. During the event, young people received training in project development and implementation, before proposing their own community project. Fourteen then received seed funding to implement these projects, forming teams with young people who had not been part of the Academy.*

In addition, Academy participants developed leadership skills: several have since stepped into branch volunteer leadership roles.

Could one aspect of ARCS volunteering in the future be about inspiring and supporting people to lead change within their own communities in line with the Fundamental Principles? Might this “bottom-up” approach to ARCS action create new connections with the communities ARCS serves – and strengthen the positioning and impact of local branches?



### 3.4 Systems development and digital transformation

Most National Societies are multi-layered organizations dealing with significant resources and multiple stakeholders in complex and sensitive situations. How they collect, manage and use data impacts on their effectiveness, efficiency and capacity to act in a coordinated manner with transparency and integrity. Core systems in most National Societies include human resource and volunteer management, systems for managing financial and physical resources, and systems for measuring, assessing and communicating impact and attracting funding.

▶ *Digital technologies open new opportunities to transform core systems, bring National Societies closer together individually and as a Federation, collect, analyse and use data, and communicate with stakeholders, including vulnerable people, in new ways. However, access to digital technologies and expertise remains uneven across the IFRC network. Initial investments in hardware and software are often beyond National Society budgets, and effective use of these modern technologies brings new legal, ethical and security challenges to navigate.*

The new website of the Lithuanian Red Cross Society developed with CBF support is up and running.  
Photo: Lithuanian Red Cross Society

### 3.4.1 What support have National Societies applied for?

Of the twenty National Societies to receive CBF support for systems development and digital transformation in the period August 2021—December 2022:

- **Twelve** National Societies developed and rolled out digital management systems, including to support enterprise planning, financial management and volunteer management<sup>22</sup>.
- **Six** purchased basic IT equipment and infrastructure, for example laptops<sup>23</sup>.
- **Two** used CBF support to develop new websites or apps<sup>24</sup>.
- **One** used CBF support to carry out an analysis of their digital systems and develop a roadmap for future development<sup>25</sup>.
- **One** used CBF support to strengthen the security of their digital systems<sup>26</sup>.

### 3.4.2 How does the CBF investment in National Societies' systems development and digital transformation lead to strong and effective local action?

- Data management systems allow more effective and transparent use of resources, and relevant and timely decision-making.
- Good internal communication enables National Societies to work together effectively across multiple levels and coordinate from local to global with other Movement actors and other partners.
- National Societies communicate with new audiences, engaging systematically with vulnerable groups and receive and act on feedback.

<sup>22</sup> Red Cross of Benin, Costa Rican Red Cross, Red Cross of the Democratic Republic of Congo, Dominican Red Cross, Estonian Red Cross, Malagasy Red Cross Society, The Palestine Red Crescent Society, Portuguese Red Cross, The Red Cross of Serbia, Sri Lanka Red Cross Society, Uruguayan Red Cross, Zimbabwe Red Cross Society

<sup>23</sup> Libyan Red Crescent, Belize Red Cross Society, The Trinidad and Tobago Red Cross Society, The Red Cross of Serbia, Red Cross Society of Panama, Salvadorean Red Cross Society

<sup>24</sup> Lithuanian Red Cross Society, Swiss Red Cross

<sup>25</sup> Syrian Arab Red Crescent

<sup>26</sup> Salvadorean Red Cross Society



Printers acquired by Red Cross of Benin to increase administrative efficiency are in place and in use.  
Photo: Red Cross of Benin



## Accelerating digital transformation

# THE RED CROSS OF SERBIA



Maintaining governance and management functions during the COVID-19 pandemic lockdown underlined the value of investment in digital communication and ways of working for The Red Cross of Serbia (RCS).

With its network of 183 branches, RCS is Serbia's largest humanitarian organization. Maintaining this network requires constant adjustment and revision of business systems and investment in people. Data and communication are the key to effective decision-making and the National Society working in a coherent manner between different levels, and between frontline branches.

RCS had already started investing in Office 365 prior to the COVID-19 pandemic. 800 users had been moved to cloud services, as well as some shared data. As COVID-19 restrictions took place, RCS had to move communications, governance and training functions online. Results included:

- Data collection and the flow of information during the crisis improved.
- Existing and newly created reporting systems and templates helped RCS to report on time to different stakeholders.

Learning from this experience encouraged RCS to continue to invest in updating its digital capacities. RCS applied to the CBF for support to:

- Upgrade existing hardware in 25 branches to be able to access the cloud and e-office and purchase five optical character recognition scanners to support document management.

- Train staff from branches and RCS IT support hubs in use of the technologies.
- Access professional support for development and roll-out of the RCS e-office from within Serbia.

▶ *The investment has accelerated the digital transformation in RCS. Without investment, RCS would not have been able to afford the hardware: the transformation would have gone ahead, but more slowly and on a piecemeal basis, with the risk that it would not be able to engage branches and would not reach critical mass.*

A number of RCS internal work processes are now more efficient: for instance, the efficiency of document management has improved significantly through use of the five document scanners purchased with CBF support. RCS is becoming more unified through more efficient and effective communication and data sharing between different levels. However, change takes time. While some branches and teams are making full use of the capacities of the new systems, others are taking time to learn how to use them and build the confidence to adapt to new ways of working.





## Renewing the digital footprint

# LITHUANIAN RED CROSS SOCIETY



### **CBF Lithuania**

Since 2014, Lithuanian Red Cross Society (LRC) has been repositioning itself to be recognized by government and other stakeholders as a relevant, accountable humanitarian actor. This has involved significant reflection on LRC's value proposition and on change to internal structures and management processes.

Central to this transformation has been the goal of making the LRC more financially independent. In 2014, almost all LRC funding was provided by the government; now 60 per cent of LRC income comes from fundraising activities and corporate support. The conflict in Ukraine has proved that LRC can perform in a crisis: it is not just asking for financial support from the government but is creating humanitarian value through its own operations.

Lithuania is a highly digitalized society, in which stakeholders expect LRC to keep them informed through social media, websites and apps. The need to update the LRC website was identified early in the transformation process, but other organizational priorities came first. When the Ukraine crisis started, website visits increased by 1,563 per cent, but LRC had to rely on multiple online platforms for collecting donations and registering volunteers.

CBF investment in the proposal to support development of a [new LRC website](#) was important in two ways. Firstly, it signalled internally within LRC that IFRC supported the approach, which was important for convincing people who questioned the value of the project. Secondly, it meant that limited LRC financial resources did not need to be diverted away from the Ukraine crisis response.

▶ *Direct comparisons between the performance of the old and the new websites are challenging, as the contexts of web usage – particularly the Ukraine crisis, but also LRC advertising campaigns – are not directly comparable. However, in January 2023, new users and users of the website more than doubled compared to the same period the previous year. The updated website is seen as an important tool to support LRC in its ongoing goal of becoming recognized as one of the top three non-governmental organizations (NGOs) to donate to nationally, measured through income and public perception surveys.*



## Strengthening financial systems

# RED CROSS OF BENIN



Red Cross of Benin (RCB) went through a financial crisis in 2018. Excel-based financial systems left the National Society vulnerable to fraud and disadvantaged in evaluations of its funding proposals to donors. In addition, the national office was not secure: when a safe was stolen in 2013, the National Society had no way to control who could access the premises. Lack of digital infrastructure meant that when individual staff members left the organization, they often took critical data with them.

Under new leadership in 2020, strengthening the RCB's digital capabilities became a priority in the 2022—2026 Strategic Plan.

CBF funds enabled the RCB to purchase and network IT equipment, strengthening data security. RCB now has a web platform that integrates several modules including managerial, financial, accounting, logistics, document management, human resources management and management of customer relationships. Six training sessions on the different modules were organized for the benefit of the main users of the platform allowing them to take charge of the system but also to identify the different improvement and customization needs. Seven surveillance cameras and a checkpoint have been installed to get the different visuals and a global view of the entire headquarters.

► *Accounting software at the national office means that all financial transactions are now centralized in one system, reducing the risk of fraud and improving transparency and accountability. Installation of security cameras has improved security at the national office, creating a safer environment.*

For RCB, the CBF grant management process has proved quite flexible. RCB describes a supportive dialogue with the Fund team who made an effort to understand the logic of their application, and actively contributed to the improvement of the National Society's funding application. This was much appreciated by RCB. The flexible application process means that RCB can submit its next application when it is ready, and not be forced to meet a specific deadline, or risk losing momentum in its development journey.

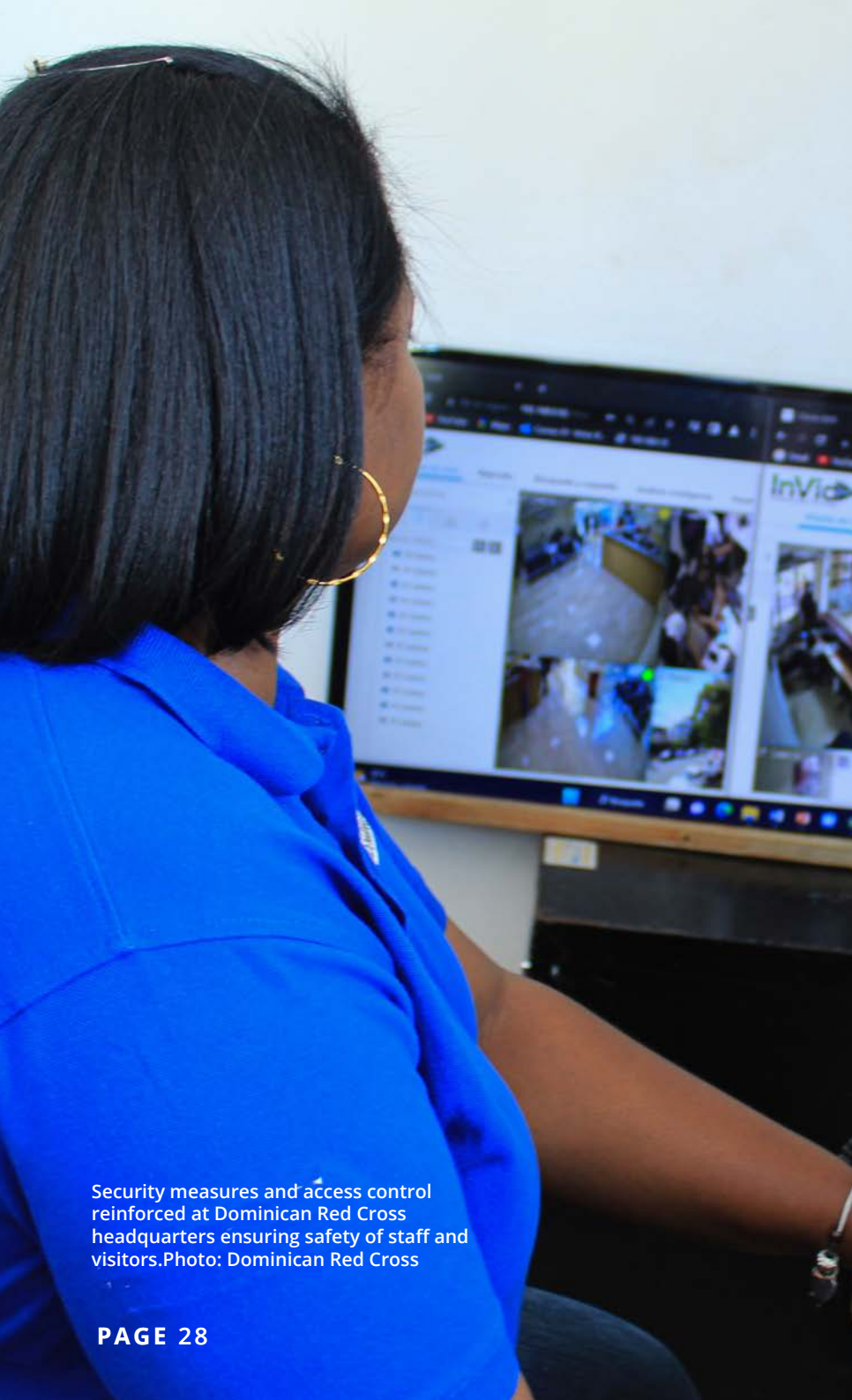
# 4. LEARNING AND ORGANIZATIONAL TRANSFORMATION

Learning is inseparable from the idea and practice of organizational transformation. Learning is both a source of inspiration and confidence that change is possible and desirable, as well as a source of practical tips for how change can be led. Ongoing learning is also fundamental to navigating the uncertain and emergent processes that are the reality of true transformation. Transformation typically involves multiple cycles of trying new things, analysing results and challenges, and integrating the learning from these and other sources into the next round of design and implementation. Since each transformation is unique, learning in this domain is not about replicating what others have done, but instead about drawing on collective experiences and adapting insights from these to a specific situation.

IFRC is supporting National Society leaders at all levels to learn from one another through the creation of **Communities of Practice (CoP)**. CoPs facilitate peer-to-peer inspiration, learning, knowledge sharing, co-design of new approaches, and a better matching on thematic issues between the demand and offer of support.

Learning stemming from the transformational journeys of National Societies supported by the CBF (and other funding mechanisms) is being systematically analysed and consolidated. This is combined with initiatives to assess the impact of funds' contributions to National Societies' transformation processes, to identify practices for broader network learning.

Ecuadorian Red Cross provides free consultations to people from marginalized communities using newly acquired portable ultrasound equipment.  
Photo: Ecuadorian Red Cross



The cases all highlight the link between individual intervention and the longer-term development process – even when the exact steps of the long-term transformation are not yet defined. The variety of actions undertaken by National Societies underlines how individual each of these processes is – The Red Cross of Serbia, The Palestine Red Crescent and Red Cross of Benin have all strengthened digital management tools, but in different ways, and with different tactical goals.

Several of the case studies describe unexpected outcomes of CBF investments that may change how the National Society is thinking about a specific issue: developing thinking about community-led volunteering in Armenian Red Cross Society, or organizational cohesion in Dominican Red Cross. The cases illustrate the transformation process, of action, reflection and – potentially – reorientation.

The cases also implicitly highlight how all National Society functions are interconnected. A successful CBF investment now may be undermined in the future by a lack of financial sustainability, the escalation of a conflict, or another actor’s unwillingness to change.

These iterative cycles of long-term transformation are expected in the worlds of National Society development and leadership practice but can be seen as vague or unfocused in areas of practice based on linear logic models. CBF management processes aim to provide support in ways that mirror these processes, rather than making support conditional on arbitrary external timelines.

Learnings from CBF operation over the last seventeen months include:

- The regular threshold of CHF 50,000 is not always sufficient to apply a more substantive approach to transformation. Increasing this threshold will provide more development bandwidth to National Societies, coupled with the CBF flexibility of unlimited applications per National Society.
- When choosing between competing priorities, National Societies need to make choices that at times result in opting for one critical priority over the other (e.g. financial sustainability versus youth development). The CBF office is exploring some alternative avenues of funding to accommodate a more balanced access to funds for all priorities.

The IFRC will continue analysing the learning emerging from the CBF operations and soliciting feedback from users (National Societies) to further align the CBF processes to the expressed needs of the IFRC membership and better leverage competencies within the network to provide concrete technical support on areas of expertise. The above has already been taken on board to trigger adjustment in the CBF business rules.

Security measures and access control reinforced at Dominican Red Cross headquarters ensuring safety of staff and visitors. Photo: Dominican Red Cross

# 5. MOVING FORWARD

While it is too early to measure the contribution of the CBF on the ability of National Societies to transform and better respond to growing humanitarian needs and community development priorities, preliminary results and testimonials received from the National Societies indicate deep appreciation for the contribution of the CBF to their own development. Learning from the Fund's operation and the analysis of emerging results guide us how to further sharpen the value proposition of the Fund.

Based on the evidence gathered so far and informed by National Societies in different forms, we will amplify the focus areas and funding modalities to leverage the comparative advantages and benefits of the Fund. The eligibility areas, initially set to four, will be expanded in 2023 to also include **Protection, Gender and Inclusion (PGI) and Branch development**, encompassing a wide array of NSD avenues for transformation. The regular threshold of funding requests per application will be increased from CHF 50,000 to CHF 100,000. To encourage a reinforced focus on some priorities such as PGI and youth development, a more flexible avenue will be introduced for combined applications.

Volunteers from the Bolivian Red Cross Guayaramerin branch disseminating the Red Cross Red Crescent Movement Fundamental Principles and history through a community engagement game "In the footsteps of Dunant". Photo: Bolivian Red Cross

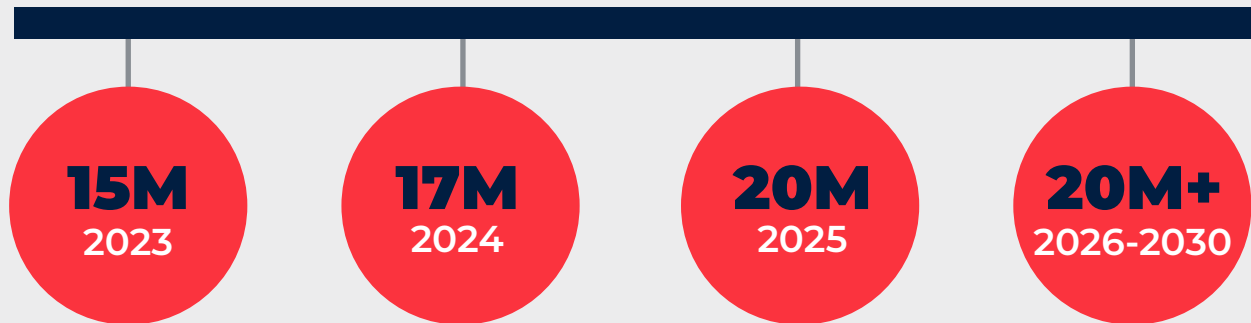
Complementarity between the different funding mechanisms will be strengthened by sharpening the value proposition of each fund and actively communicating it for better awareness among all stakeholders, including users, service providers and donors. Such communication will also address and clear all points of perceived confusion or overlap.

The CBF, together with other National Society Development tools and support, can make a difference in equipping volunteers in local units and branches to better respond to the needs of the communities to which they belong, better supporting them in face of emergencies of all types, and contributing through their principled local action to the maintenance

of cohesion and peace. By enabling change and transformation and leveraging local knowledge and expertise, the CBF strengthens local action and contributes to learning across the 188,000 local units and branches.

The IFRC is committed to continue adjusting and adapting the Capacity Building Fund, tailoring it to the emerging needs of National Societies. Our aspiration is to achieve an annual funding target of at least 20 million Swiss francs, and in this inspiring journey we count on the support and collaboration of all interested partners.

The CBF requests  
**CHF 150 million**  
from 2023 to 2030 to support and accelerate the  
transformations of our National Societies



## 6. FINANCIAL OVERVIEW

	2021 Aug—Dec	2022 Jan—Dec
<b>CBF income in CHF</b>		
IFRC	14,400,000	
Netherlands Red Cross		786,446
Netherlands Red Cross (for digital transformation)		524,736
<b>Grand total income</b>	<b>15,711,182</b>	
<b>Allocations and expenses in CHF</b>		
CBF administration costs	<b>6,816</b>	<b>8,389</b>
Bulk allocation to support 52 National Societies* in digital maturity	<b>1,500,000</b>	
Argentina		54,208
Armenia		53,250
Belize		53,227
Benin	32,140	
Bolivia	53,250	
Botswana		41,858
Botswana		35,341
Bulgaria		53,101
Burundi		53,248
Colombia		53,250
Costa Rica		53,250
Cyprus		52,132
Democratic Republic of the Congo		53,250

	2021 Aug—Dec	2022 Jan—Dec
Djibouti	50,055	
Dominican Republic		53,250
Ecuador		53,250
El Salvador	53,250	
Estonia		53,250
Ghana		48,458
Guatemala	106,500	
Guatemala		106,500
Honduras		53,250
Jamaica		53,250
Kenya		79,979
Lebanon		53,250
Lesotho		53,250
Liberia		53,250
Libya		106,500
Lithuania		38,205
Madagascar	52,908	
Malawi		53,250
Malaysia		53,250
Mali		53,092
Mongolia		53,250
Namibia		69,607
Nicaragua	53,250	

	2021 Aug—Dec	2022 Jan—Dec
Niger		106,500
Palestine	97,554	
Panama		53,172
Paraguay		53,250
Peru		53,250
Portugal	53,250	
Russia	53,250	
Rwanda		53,250
Saint Vincent and Grenadines		53,250
Serbia	49,769	
South Africa		53,250
South Sudan		106,500
Sri Lanka		106,473
Sudan		53,250
Switzerland		48,032
Syria		52,735
Togo	42,600	
Trinidad and Tobago		53,250

	2021 Aug—Dec	2022 Jan—Dec
Uganda		53,186
Ukraine		106,500
Uruguay		53,250
Zambia		53,250
Zimbabwe		53,250
<b>Total National Society grant allocations**</b>	<b>697,776</b>	<b>2,809,804</b>
<b>Grand total allocations and administrative expenses</b>	<b>5,022,785</b>	
<b>Balance by end December 2022</b>	<b>10,688,397</b>	

\* List of 52 National Societies supported by bulk allocation: Afghanistan; Armenia; Azerbaijan; Bahrain; Belize; Bolivia; Comoros; Democratic Republic of Congo; Egypt; Ethiopia; Grenada; Haiti; Honduras; Iran; Iraq; Jordan; Kazakhstan; Kiribati; Kuwait; Kyrgyzstan; Lao People's Democratic Republic; Lebanon; Lesotho; Libya; Madagascar; Micronesia, Federated States of; Myanmar; Nicaragua; Niger; Nigeria; Palau; Palestine; Papua New Guinea; Qatar; Republic of Congo; Republic of Georgia; Samoa; Solomon Islands; South Sudan; St Lucia; Sudan; Syrian Arab Republic; Tajikistan; Tanzania; Timor-Leste; Tonga; Trinidad and Tobago; Tuvalu; Vanuatu; Venezuela; Yemen; Zimbabwe.

\*\* National Society grant amount is made of National Society allocation plus IFRC indirect cost recoveries at 6.5 per cent.





**The International Federation of Red Cross and Red Crescent Societies (IFRC)** is the world's largest humanitarian network. Our secretariat supports local Red Cross and Red Crescent action in more than 192 National Red Cross and Red Crescent Societies with around 17 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard-to-reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

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