

www.ifrc.org
Saving lives,
changing minds.

Annual report

Capacity building fund

2011

 International Federation
of Red Cross and Red Crescent Societies

MAA000011

25/05/2012

**This report covers the
period 01/01/2011 to
31/12/2011.**

*Mothers Club members of the Ghana Red
Cross in Bolgatanga promote hand
washing at a traditional local market.
April 2010/Ghana Red Cross*



In brief

Examples of the CBF impact (more in annex):

Red Cross society of China, Hennan Province

After only two years of implementation of Intensified Capacity Building (ICB) in Hennan Province, the branch has recorded impressive achievements:

- The new structure benefitted 7,000 people through sustainable services
- Grassroots Red Cross organisations have increased from 90 to 3,100
- The number of volunteers increased from 10,000 to 30,000, and staff from 100 to 8,000
- CHF 730,000 was raised from the public and significant contributions received from authorities.

Ghana Red Cross

The hand-washing services provided to mourners at funerals proved successful. There is evidence of strong growth in the community base of the organisation and opportunities for the National Society to become more sustainable. Particular successes in this respect, directly attributable to this project, includes a fifteen-fold increase in government subsidy to the National Society (from USD 10,000 to 150,000 annually), and the opportunity to deliver first aid training to new drivers in Ghana.

Burundi Red Cross

After three years of technical and financial support from the International Federation and the Capacity Building Fund, the National Society was significantly strengthened. It mobilises over 300,000 volunteers on a weekly basis, the vast majority of whom are themselves vulnerable, to identify and deliver services to their most vulnerable neighbours within their communities. The National Society employs about 200 people compared to only 4 in 2005.

Programme outcome

In facilitating the implementation of Strategy 2020 of the International Federation of Red Cross and Red Crescent societies (IFRC), a core focus is on building strong National Societies¹. This is fundamental to enabling sustainable² service delivery in meeting the needs of vulnerable people worldwide. The mission of the *Learning and organisational development* department is to stimulate new humanitarian and development thinking and help National Societies to change and grow. As part of this, the Capacity Building Fund (CBF) is a multi-year mechanism that provides technical and financial support to targeted National Society leaders in understanding their organisational challenges, and then planning and implementing self-development plans for growth.

Programme summary

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

- **Intensified capacity building (ICB):** Three National Societies received financial support to pursue the implementation of their ICB plan. Overall, 10 National Societies are currently implementing an ICB plan over three years with technical advice being made available. In addition, Burundi and Ghana Red Cross societies completed the implementation of their 3 year self-development plans, and evaluations were completed (reports available upon request). Technical advice is still provided on the continuation of their organisational development.
- **Urgent OD intervention:** Three grants were allocated to support National Societies facing integrity related challenges and technical advice provided to ensure a long-term perspective and impact on service delivery capacity.
- **Global OD study:** This study on National Society development was initiated in 2010 and finalised in 2011.

Six reports on grants allocated were received during the reporting period (see extracts in annex). These provide evidence of National Societies being significantly strengthened with the support provided through the Capacity Building fund.

Future of the programme

Building on past experience, the CBF is being redesigned to better serve the implementation of *Strategy 2020* and the *Framework and principles for building strong National Societies*. It is being modernised and streamlined into a more strategic organisational development facility. It will focus on being a center of OD expertise and a broker for National Society development partnerships. (See *Looking ahead*).

Financial situation

The total 2011 budget is CHF 4.4m of which CHF 220,003 (5 per cent) was covered during the reporting period (excluding opening balance). Overall expenditure during the reporting period was CHF 913,663.

At the end of December 2011, 39 per cent of the fund's closing balance was already earmarked for future expenses and grants to which the CBF is committed, and CHF 2 million was available for launching a new round of support in 2012. Further contributions are needed to ensure further rounds of support in 2013.

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

¹ "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.](#)

² Sustainability: "capability to maintain core presence and essential business in all circumstances", [Building strong National Societies: Our common endeavour – A comprehensive framework.](#)

Number of National Societies we have reached

The Capacity Building Fund supports National Society leaders in increasing their ability to serve vulnerable people country-wide and for as long as needed. 38 National Societies were completing or implementing CBF supported activities during the reporting period, and 6 grants were allocated for a total amount of CHF 395,275.

Our partners

Thanks to contributions from the National Societies and/or governments of Canada, Great Britain, Finland, Japan, Netherlands and Sweden, together with contributions from the Federation reserves, CHF 8.6 million was fundraised since 2007, allowing the CBF to provide support to a total of 49 National Societies and 4 regional programs.

In 2011, the secretariat and the American Red Cross finalised the Global OD study with support from 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).

Context

Over the years, the Red Cross Red Crescent Movement has provided a lot of OD and capacity building support to National Societies on numerous different projects, with many different approaches. Many National Societies now have revised statutes, trained staff and volunteers, more sophisticated 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 significantly contributed to strengthening National Societies as independent domestic organizations providing sustainable services to vulnerable people country-wide.

The decision taken by IFRC's Governing Board at its 2007 meeting in Addis Ababa to upgrade the CBF, was followed by the adoption of significant measures to utilise the fund more effectively³, 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.

Progress towards outcomes

The Capacity building fund offers the following types of support:

- **Intensified capacity building:** 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, and on designing and implementing self-development plans needed to scale up countrywide service delivery. Assistance is provided through three-and-a-half year rounds.
- **Urgent OD interventions:** IFRC makes available special, one-off small-scale and rapid response funding and technical support to help address organizational challenges and crisis situations such as integrity cases faced by National Societies. Urgent OD interventions have fast-track application procedures, and result in small disbursements of cash to zone offices to enable the handling of urgent cases.

³ See 2006-2007 report: <http://www.ifrc.org/docs/appeals/annual06/MAA00011r0607.pdf>

Achievements

Intensified Capacity Building support

During the reporting period, 3 allocations were made through the ICB program:

- ICB 1st round: Red Cross society of China (third year of implementation)
- ICB 1st round: Salvadoran Red Cross (third year of implementation)
- ICB 2nd round: Colombian Red Cross (second year of implementation)

Overall, **29 National Societies have so far benefitted from technical and financial support to prepare development plans**, as well as receiving recommendations and advice to improve those plans (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).

Among the 29 National Societies listed above:

- Two pilot projects in Ghana and the Burundi Red Cross Societies have completed the implementation and show **significant impact and learning** (see in annex).
- **Ten others were selected for full support** (National Societies of Liberia, China, El Salvador, The Former Yugoslav Republic of Macedonia, Yemen, Central African Republic, Colombia, Namibia, Seychelles, Montenegro), and benefit from technical and financial support for the implementation of the ICB plan over three years.

Specific OD support:

During the reporting period, **28 additional National Societies were in the process of completing activities initiated in 2008 under the specific OD support modality** (Belarus, Bosnia & Herzegovina, Guyana, Malta, Moldova, Nicaragua, Peru, Solomon Islands, Russia, Timor Leste, Uruguay and Uzbekistan), including 16 National Societies of the Caribbean region through a volunteering development project.

Urgent OD interventions:

The Africa and Asia & Pacific zone offices received funding to solve three urgent OD situations faced by National Societies (these are treated as confidential but general information that illustrate the type of activities can be provided upon request).

For more detailed information on achievements, see “National Society reports highlights”.

Constraints or challenges

Lessons learned from the 2007-2011 period

Recent evidence and the reports highlights below demonstrate that the Intensified Capacity Building modality can have significant impact on strengthening National Societies, and brings a clear added value compared to other kinds of support from various programs and Movement partners.

Overall, the CBF has been very useful. But its impact was often limited by lack of or irrelevant support provided to National Societies for implementation. There are still different mindsets and varying levels of understanding of National Society development.

The CBF needs to be modernised and streamlined as part of a wider system for National Society development and a common understanding ensured among all those providing support to National Society development (See “Looking ahead”).

Financial situation

At the end of December 2011, 39 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, management and evaluation costs till mid 2013). In view of the requirement to keep a minimum balance of CHF 1 million in the fund at all times, a total of CHF 2 million was available at

the end of December 2011 for launching new grants. This will allow the launching of a new round of support in 2012 through an improved version of the CBF.

December 2011 closing balance (CHF)	4.9m
2012 commitments	0.9m
2013 commitments	0.4m
2014 commitments	0.1m
Management and evaluation costs till end of 2013	0.5m
All time reserve	1m
Amount available for future grants distribution	2m

A detailed table of committed expenses is available upon request.

Working in partnership

Thanks to contributions from the National Societies and/or governments of Canada, Great Britain, Finland, Japan, Netherlands and Sweden, together with contributions from the Federation reserves, CHF 8.6 million was fundraised since 2007 and allowed the CBF to provide support to 49 National Societies and 4 regional programs.

Global OD study

The study initiated in partnership with the American Red Cross (and supplemented by support from 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) was completed in 2011. The study focused on identifying the conditions, elements and inputs that have led to the development of strong National Society capacities for service delivery. The final report provides an interesting basis for further studies and positive feed-back on the ICB modality.

Contributing to longer-term impact

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 into the development of global models and 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 visits undertaken between National Societies that feel inspired by others' success illustrate this. For instance, Ghana and Burundi Red Cross societies organised exchange study visits. Similarly, the President and the branch coordinator of the Salvadoran Red Cross visited the Burundi Red Cross to learn from their experience. See the news published by the Burundi Red Cross:

http://croixrougeburundi.org/index.php?option=com_content&view=article&id=191Itemid%3D4&lang=en&Itemid=1

Looking ahead

Building on past experience, the CBF is being redesigned to better serve the implementation of *Strategy 2020* and the *Framework and principles for building strong National Societies*. It is being modernised and streamlined into a more strategic organisational development investment facility. It will focus on being a center of OD expertise and a broker for partnerships.

The new facility will aim at OD knowledge development and the provision of expert advice to National Society leaders and their partners in further understanding their organisation, re-shaping their vision, formulating self-development plans and implementing them. Based on a common language and understanding of National Society development, the facility will aim at promoting partnerships and coordination for National Society strengthening throughout the Movement.

How we work

All IFRC 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 the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

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.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

Contact information

For further information specifically related to this report, please contact:

In the Secretariat in Geneva:

- Ariel Kestens, Head of Learning and OD department; email: Ariel.Kestens@ifrc.org; phone +41 22 730 4615; fax +41 22 733 0395.
- Jean-Etienne Brodier, Advisor for Learning & OD department; email: je.brodier@ifrc.org; phone; +41 22 730 4339; and fax +41 22 733 0395.

www.ifrc.org
Saving lives, changing minds.



Annex

National society reports highlights

ICB - Burundi Red Cross Society

Building sustainable local capacity in the branches of the Burundi Red Cross Society **Year 3 of 3**

In 2005, the Burundi Red Cross Society employed four people at national level. Services around the country were limited or non-existent and based at the commune level of administration, rather than the “colline” (community) level. International Federation and Partner National Society (PNS) delegations and external support had closed down at the end of 2002 in an atmosphere of strained relations with the National Society and poor mutual confidence. The National Society had hit rock bottom.

After three years of technical and financial support from the International Federation and the Capacity building fund, the National Society employs about 200 people at national and provincial levels. It mobilises over 300 000 volunteers, the vast majority of whom are themselves vulnerable, on a weekly basis to identify and deliver services to other, more vulnerable people at the community level. Services are typically based on simple activities that are well understood by large groups of people: digging fields, building and mending houses etc. In addition, many local groups take initiatives to get vulnerable people to hospital and pay for their medication as needed, and carry out disaster risk reduction activities such as reforestation and terrace building. This capacity to mobilise people to carry out relevant services attracts financial and material resources at colline, commune, provincial branch and national levels, from individuals, local governments and Movement and other partner organisations.

ICB - Red Cross Society of China

Project to strengthen the National Society through developing grassroots community-based activities in Zhumadian Prefecture **Year 2 of 3**

The ICB project started in October, 2008 in Zhumadian Prefecture, Henan Province, China. Its “1”+X model aims at strengthening the National Society through developing a grassroots community-based layer to the organisation. After only two years of implementation, achievements are impressive:

- The grassroots organisations based in counties, townships and villages have increased from 90 to 3,100.
- Part and full time staff have increased from 100 to 8,000.
- The number of volunteers increased from 10,000 to 30,000.
- This new structure benefitted 7,000 people through services linked to HIV/AIDS prevention and social care, along with disaster preparedness activities such as the mapping of vulnerable groups.
- The project succeeded in mobilising CHF 730,000 from the general public, as well as significant contributions from local authorities.

ICB - Ghana Red Cross Society

Building sustainable local capacity in the branches of the Ghana Red Cross **Year 3 of 3**

The hand-washing services provided to mourners at funerals proved successful and could conceivably have been duplicated nationwide. After the initial pilot model in Bosomtwe Atwima Kwanwoma district, a further fifteen local chapters of 20 – 30 volunteers each were created in the

same district, all delivering the hand washing service, but also carrying out community labour activities and community health mobilisation activities in conjunction with local health authorities. By the end of the pilot project (May 2010), Ghana Red Cross had created or strengthened some 3938 community chapters across Ghana, covering an estimated 7576 communities. These were present in all ten of the regions, and 86 of the country's 183 districts. The estimated number of volunteers was around 56000.

There is evidence of strong growth in the community base of the organisation, and a strong linkage between this growth and resources and opportunities for the National Society to become more sustainable. Particular successes in this respect, directly attributable to the 3-in-1 process, include a fifteen-fold increase in government subsidy to the National Society, and the opportunity to deliver first aid training to new drivers in Ghana.

ICB - Red Cross of Montenegro ***With Development towards the Goal*** **Year 2 of 3**

In the preparation for the creation of the ICB Plan it was recognized that the level of expertise of volunteers is not at a satisfactory level. That is why numerous additional trainings were organized in the first and second year of ICB implementation. In the first half of 2011, 66 volunteers (both new and existing volunteers) from the local branches were trained in first aid and public relations. In the second half of this year, an additional 133 volunteers were trained in voluntary blood donation, first aid, governance and disaster preparedness.

A number of other positives can be taken from the second year of ICB implementation. Training has been developed and provided to governing board members in organisational functioning. A manual designed to guide the work of governing board members was published in June 2011. Staff have benefitted from training on disaster preparedness, and public advocacy. 10 staff members have been trained on project management in EU funds. A new communications strategy was adopted by the Montenegro Red Cross' governing board in February 2011.

ICB - The Red Cross of the Former Yugoslav Republic of Macedonia ***Intensified Capacity Building Programme*** **Year 3 of 3**

In the third year of ICB implementation, 30 volunteers from the branches were trained on volunteer management activities. 10 teams dedicated to volunteer management were established and successfully shared experiences and organised activities through the Interest Network on Volunteer Management. The volunteer management activities saw 315 new volunteers join the 10 Red Cross branches covered in the second ICB year. The number of active volunteers after the end of the three year ICB cycle has increased by 1580 persons.

A total of 34 small humanitarian projects were implemented and aimed at increasing the number of volunteers through appropriate training, field work and development of assistance projects for vulnerable populations. Areas covered within the ICB small projects included: reducing violence among minorities and young people, volunteering and volunteer management, planning and implementation of projects, health - preventive activities, first aid, (HIV AIDS), social responsibility, dissemination of IHL, environmental protection, promotion of a culture of dialogue, health and healthy nutrition, blood donation, creative work, social and humanitarian activities.

The ICB cycle has also witnessed advances in the area of resource mobilisation. Partnership relations were established with the three economic chambers in Macedonia and with numerous companies which supported Macedonian Red Cross project activities at national and branch level. A campaign promoting volunteering and Macedonian Red Cross activities was successfully implemented during the period May – June 2011.

ICB - Namibian Red Cross
Towards sustainable National Society Development
Year 2 of 3

Community Based Health First Aid is now incorporated in the NS strategic plan for 2015, as a national society programme implementation approach. CBHFA is now in all 4 ICB regions and the National Society will expand this further to the other 4 regions it covers. Additionally, the National Society has conducted a CBHFA training of trainers (TOT) in the Ohangwena region where 25 individuals have been trained by the Health & Care Program and 62 volunteers have already completed TOTs in CBHFA. In Caprivi region, malaria was one of the health priorities identified during the CBHFA assessment, which the national society is currently addressing through a “Communities Fighting Malaria Project “ funded by IFRC. The commitment of the National Society to building its human resources capacity has improved staff performance in various areas, increasing accountability and performance. The operation of the National Society has been made easier through the development of various policies and guidelines. There is a marked improvement in various systems such as monitoring and evaluation as well as finance. The National Society leadership and management is committed to ensuring self sustainability, with resource mobilisation efforts having reached an advanced stage. The support of the ICB programme has helped to strengthen its governance structures at all levels, ensuring support and affording greater ownership at branch and local levels.

Urgent OD Intervention:

In one case of an urgent OD intervention in 2011 for which the final report was already written, a development consultant was mobilised and helped organise an annual general meeting that successfully elected a new governing board in the country in question. This election was needed due to integrity issues that were adversely effecting the National Society’s governance structure.