

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

CENTRAL AFRICAN REPUBLIC

30 April 2005

In Brief

Appeal No.: 01.41/2004 – http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/014104.pdf

Appeal target: CHF 320,975 (USD 241,063 or EUR 206,614)

Appeal coverage: 34.1% ([Click here to access the final financial report](#))

Appeal 2005: Central African Republic no. 05AA034 –

http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA034.pdf

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Context and Operational Development

The Central African Red Cross Society¹ experienced a three-year institutional crisis which led to the establishment of an ad-hoc committee to manage the national society. Following the joint mediation of the Federation and ICRC, as well as conclusion of its extraordinary meeting, recommendations were made to appoint a delegate or the share a delegate with the Gabonese Red Cross to enhance the Central African Red Cross restructuring process. Recently, a Federation Delegate was appointed to coach the national society.

A support mission to the Central African Red Cross programmed from 15 to 21 June 2004 is in line with the initiative to re-launch the national society's suspended activities. It is also in accord with recommendations made in November 2003 of the Burkinabe Red Cross chairperson and the Regional Office Programme Coordinator.

¹ Central African Red Cross Society – <http://www.ifrc.org/where/country/check.asp?countryid=44>

Central African Republic; Annual Appeal no. 01.41/2004; Annual Report

It is noted here that funding was limited to the capacity building component of this Appeal. Other sectors – health and care, disaster management, and humanitarian values – did not implement activities due to these funding constraints.

Health and Care

Support to community health

Goal: Reduction of the vulnerability of the Central African population.

Objective: Target populations adopt behaviour compatible with health and make greater use of the national society's quality health services and care.

Activities could not be and were not implemented due to lack of funding for this project.

Fight against HIV/AIDS and tuberculosis

Goal: Reduction of the spread of HIV/AIDS and tuberculosis among the at risk populations in the Central African Republic.

Objective: Target populations adopt low risk sexual behaviour and make greater use of prevention, screening and management services.

Activities could not be and were not implemented due to lack of funding for this project.

Disaster Management

Goal: Reduction of the vulnerability of the population of Central Africa following disasters.

Objective: The National Disaster Management team's technical competences and capacity to receive an ERDAC, FACT or ERU team are strengthened. Local branch's prevention, preparedness and response skills in high-risk areas are also reinforced.

Activities could not be and were not implemented due to lack of funding for this project.

Humanitarian Values

Goal: Elimination of discrimination towards specific groups.

Objective: The population, public authorities and heads of enterprises are informed and participate with the Federation in combating all forms of discrimination, especially HIV/AIDS stigmatization.

Activities could not be and were not implemented due to lack of funding for this project.

Organizational Development

Goal: Improvement of the performance of the Central African Red Cross in the core areas of Strategy 2010.

Objective: The Central African Red Cross's governance, operational and management capacities are strengthened.

- The headquarters of Central African Red Cross is rehabilitated with partnership support (ICRC);
- Competent technical workers capable of developing and executing programmes are recruited;
- The newly elected officers and other Central African Red Cross executives are trained in good governance and management;
- The Central African Red Cross's statute, rules and regulations are revised with the Federation and ICRC support while a national commission is established to that effect. A vulnerability and capacity assessment (VCA) as well as an auto-evaluation to facilitate the development of a Central African Red Cross strategic plan is conducted;
- Divisional committees are restructured and the newly-elected officers of those committees are trained;
- An Ordinary General Assembly (OGA) is effectively held and the new statute, rules and regulations, as well as procedure manuals are adopted.

Achievements

- **Revision of Documents with the support of the Federation, ICRC and the ad hoc National Commission.**

During the Federation's Representative first contact meeting with the newly appointed members of Governance, various commissions (Juridical, Planning, Finance, and Administrative Commissions) were established, each with an allocated budget and three-month work schedule (July – September 2004). The commissions comprise national society members and volunteers appointed on the basis of their respective professions. A member of the Executive Council (EC) heads each commission. These commissions achieved the following:

 - **Juridical Commission:** Revised the Central African Red Cross's statute and edited its Rules and Regulations prior to their submission for approval. It also developed a volunteer-friendly policy.
 - **Planning Commission:** Dedicated itself to the preparation of the OGA, local committees restructuring and volunteers' revitalization. It accomplished these through project execution to support pilot committees. It also carried out volunteer training in key areas of the ARCHI 2010 Strategy.
 - **Finance Commission:** Produced needed management tools for the administrative and financial procedures implementation.
 - **Administrative Commission:** Developed an organizational chart, job descriptions, a career ladder, a wage schedule, and internal rules and regulations.

The commissions' first draft documents were ready for submission to the Executive Council for approval in October, 2004. The statute and the rules and regulations will be forwarded to the joint Federation/ICRC commission.

- **Training of the Newly Elected Officers and Executives in Good Governance and Management**
 - The newly-elected officers and executives received governance and management training during the Federation representative's mission in Bangui. Additional participants included representatives of partner ministries, volunteers and Central African Red Cross commission members.
 - The ICRC Head of Mission and Communications Officer, as well as the Federation's Representative facilitated the training after which the Central African Red Cross developed its capacity building programme. The national society also developed an action plan to cover the Executive Council's term of office.
- **Adoption of Documents by the Executive Council**
 - After three months, the juridical commission submitted its first draft of the new Statute and Rules and Regulations to the Executive Council which approved them in late October 2004.
- **Forwarding of the Statute and Rules and Regulations to the Joint Commission ICRC – Federation in Geneva**
 - After the Executive Council's adoption of the Statute and Rules and Regulations of Central African Red Cross, the national society's President forwarded them through the Federation's Representative to the West and Central Africa sub-regional office, prior to their submission to the ICRC – Federation joint commission for approval. The sub-regional office submitted the documents to Geneva in early November 2004.
- **Recruitment of Executives for the Headquarters**
 - After adopting the Administrative Commission's documents (organisation chart of the Secretariat General, jobs description, career ladder, and wage schedule), the Executive Council opened four jobs (Secretary General, Programme Coordinator, Finance and Administrative Officer, and a Secretary Receptionist). The job vacancies were published in the most popular local newspaper and broadcasted over the national radio station for two days.

Central African Republic; Annual Appeal no. 01.41/2004; Annual Report

- A specialised Cabinet in Bangui received and studied all the candidacies prior to the organisation of written and oral tests under the supervision of the Executive Council. Successful candidates were interviewed in the presence of ICRC and French Red Cross representatives during the second half of November 2004. The successful candidates resumed office on 2 December 2004.
- **The headquarters building for hosting the Secretariat General**
 - The ICRC rented a temporary building to host the Central African Red Cross headquarters while waiting for the completion of the rehabilitation of the original headquarters.

Impact

- Executive Council members and some volunteers have begun to understand and appreciate the importance of transparency and the need to take unified decisions. Some resource management tools developed by the various commissions have been tested during the distribution of food and non-food items to flood victims.
- The method used to recruit new executives threw light on the national society's restructuring and development process.
- Despite limited resources, the government of the Central African Republic has begun to understand the relevance of a strong and reliable national society. It appointed representatives of partner ministries to work with the Central African Red Cross Executive Council as advisors. It has also appointed a civil servant to the national society.
- Some UN agencies have been following the situation in Central African Red Cross since the extraordinary general assembly. These agencies are ready to resume collaboration with the national society: based on the national society's strategic development plan, they will define and decide the level of support for the national society.

Constraints

- The delay in the national society headquarters rehabilitation constitutes a serious threat to the execution of the transition programme.
- The total loss of material and financial resources can also hinder programme execution.
- The low morale resulting from non-payment of 30 months salary arrears of volunteers, most of whom who are civil servants.
- The difficulty in travelling to Bangui by air limits the accessibility to the country. Only two commercial airline companies fly to Bangui. Flights are often cancelled.

Lessons Learned

- There is a need to mobilize sufficient funds to enhance the national society's rehabilitation process.
- Years of harsh economic conditions and political crises have further damaged voluntary service morale.
- Given the needed materials and tools, the new governance is likely to restore dignity to the Central African Red Cross as a well-managed national society.

[Final financial report below; click here to return to title page and contact information.](#)

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA041
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	88'738			232'237		320'975
Opening Balance (B)	0			67'330		67'330
Income						
Cash contributions						
Irish Government				42'000		42'000
Other				0		0
Cash contributions (C1)				42'000		42'000
Reallocations (within appeal or from/to another appeal)						
Swedish Red Cross	3'300					3'300
Reallocations (C2)	3'300					3'300
Total Income (C) = SUM(C1..C5)	3'300			42'000		45'300
Total Funding (B + C)	3'300			109'330		112'630

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	0			67'330		67'330
Income (C)	3'300			42'000		45'300
Expenditure (D)	-3'300			-109'286		-112'585
Closing Balance (B + C + D)	0			45		45

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA041
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance A - B
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A					B	A - B	
BUDGET (C)		88'738			232'237		320'975	
Capital Expenditure								
Computers & Telecom	25'000							25'000
Total Capital Expenditure	25'000							25'000
Transport & Storage								
Distribution & Monitoring					14'757	14'757		-14'757
Transport & Vehicle Costs	15'345				2'570	2'570		12'775
Total Transport & Storage	15'345				17'327	17'327		-1'982
Personnel Expenditures								
Delegates Payroll	61'701				30'113	30'113		31'588
Delegate Benefits					6'500	6'500		-6'500
Regionally Deployed Staff	47'619							47'619
National & National Society Staff					4'487	4'487		-4'487
Total Personnel Expenditures	109'320				41'099	41'099		68'221
Workshops & Training								
Workshops & Training	109'870	3'085			4'886	7'971		101'899
Total Workshops & Training	109'870	3'085			4'886	7'971		101'899
General Expenditure								
Travel					20'205	20'205		-20'205
Office Costs	40'577				1'725	1'725		38'852
Communications					4'456	4'456		-4'456
Professional Fees					120	120		-120
Financial Charges					2'374	2'374		-2'374
Other General Expenses					2'942	2'942		-2'942
Total General Expenditure	40'577				31'822	31'822		8'755
Program Support								
Program Support	20'863	214			7'104	7'318		13'545
Total Program Support	20'863	214			7'104	7'318		13'545
Operational Provisions								
Operational Provisions					7'047	7'047		-7'047
Total Operational Provisions					7'047	7'047		-7'047
TOTAL EXPENDITURE (D)	320'975	3'300			109'286	112'585		208'390
VARIANCE (C - D)		85'438			122'952	208'390		