

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

Central Africa (Appeal 01.07/2001)

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	<i>In CHF</i>
1. Disaster Preparedness	185,760
2. Health and Care	1,290,954
3. Humanitarian values	301,629
4. Institutional and Resource Development	523,312
5. Regional Cooperation	196,288
6. Coordination and management	490,670
Total	2,988,612

Introduction

Regional Context

The Federation's Regional Delegation for central Africa, based in Yaoundé Cameroon, serves national societies in the following countries: Cameroon, Central Africa Republic, Chad, Congo, Equatorial Guinea, Gabon and Sao Tomé and Príncipe with a total population of 30 million. Chad and Sao Tomé and Príncipe count among the 20 poorest countries in the world with GNP per capita below 300 USD. The other countries in the region are also very poor ranging from GNP 300 - 1000 USD/capita (with the exception of Gabon). Unstable economies in all of the seven countries in the region resulting in serious poverty, political instability, environmental degradation and deteriorating health conditions creates increasing vulnerability among large segments of the population.

Man made disasters, such as the armed conflicts in Congo and in the neighbouring country of the Democratic Republic of Congo, has intensified population movements in 1999 both refugees into Gabon and internal displacement within the countries. Significant refugee populations reside in five out of the seven countries (Chad, Cameroon, the Central African Republic, Congo and Gabon), and the national societies in the respective countries are all involved in the assistance given to these refugees with support from the Regional Delegation in Yaoundé. Natural disaster are also frequent in the region, including droughts, floods and epidemics.

Priorities established by the respective national societies

Priorities have been defined by the national societies according to their action plans formulated on the basis of a self-assessment process carried out within each national society. These priorities are broadly focused on disaster response, disaster preparedness, health, the promotion of humanitarian values, and institutional development.

- Disaster response: delivering relief is a constant challenge facing the national societies in the region. The relief programme will seek to strengthen the regional relief co-ordination and operation management; to improve regional relief and need assessment capacities, monitoring and reporting of the national societies through training and material support.
- Disaster preparedness: the focus will be on training of resource persons capable of managing disaster situations, and the updating of national contingency plans and the pre-positioning of relief supplies.
- Health programmes: The national societies intend to be involved in the health development plans of their respective health ministries, with a view to improving the health of the most vulnerable. The national societies aim to improve accessibility to health services and essential drugs, increase vaccination coverage and ensure a faster, more effective response to the outbreak of epidemics. IEC (information/education/communication) activities and training for relief workers (CBFA) will be undertaken with the aim of having trained volunteers in each community who will be able to raise awareness and take a proactive approach in the event of an epidemic and in the fight against STDs/HIV/AIDS.
- Promotion of humanitarian values: efforts will focus on enhancing young people's awareness of the importance of the ideals of peace and friendship and disseminate international humanitarian law (IHL); familiarize the general public and members of the armed forces with the Red Cross Movement and the Geneva Conventions.
- Institutional development: strengthen operational capacity, particularly in the areas of human resources (training and recruitment of permanent technical staff) and material resources (communication systems) to provide renewed impetus to regional committees through training and the implementation of programmes and services aimed at helping the most vulnerable;

Priority programmes for Federation assistance

On the basis of the recommendations put forward in the Kampala Declaration and an assessment of the assistance received by the region's national societies in 1997, the regional delegation and the societies have put in place a system of close collaboration, cooperation and mutual assistance in the region. A coordination committee was formed in 1997 comprising three members representing three national societies. Regional cooperation was reactivated at the beginning of 1998, and all the national societies participate in the committee according to a rotation system. The committee is the Regional Delegation's main partner for coordinating, planning, implementing and evaluating priority programmes to be supported by the Federation in the region. This group has also set in motion a regional initiative for the exchange of experiences, ideas and human resources.

The main assistance objectives are:

- Strengthen the capacities of the national societies by providing them with advice and guidance on institutional matters (statutes, organization and management, governance), support to promote and train human resources and assistance in the development and diversification of financial resources.
- Support national societies in implementing programmes aimed at helping the most vulnerable, particularly in the areas of community health and the promotion of humanitarian values.
- Provide technical and material support for disaster preparedness and prevention and for emergency response.

The Federation is also working to implement a dynamic regional cooperation strategy through a regional working group and to promote the exchange of experiences among national societies in the area of human resources, among others (eg. Cameroon, Côte d'Ivoire, Central African Republic, Congo, Equatorial Guinea, Gabon). The regional assistance plan is expected to strengthen the capacity of the national societies, making them independent in administrative and financial management and emergency response to disasters and conflicts.

The following Federation assistance programmes will continue according to the priorities established by the national societies and with their active involvement:

- Disaster preparedness: To strengthen the disaster prevention and preparedness capacities of the national societies of the sub-region, at headquarters level and in the zones at risk, by the training and continuing training of volunteers and supervisory staff. The national societies could thus integrate their programmes with the national disaster preparedness plans.

- Health and care: Within the frame work of ARCHI 2010 to make a significant reduction in morbidity and mortality rates in the Central Africa Region.
- Promotion of humanitarian values: To develop the capacities of the regional national societies of the areas of reporting, communication and information in order to promote the need for support to the Societies' programs and the needs of the region, and to promote and disseminate respect for humanitarian values and the fundamental principles of the Red Cross.
- Institutional and resource development: The aim of this programme is to strengthen the capacities of the national societies for the implementation and management of assistance programmes to the most vulnerable, as set out in Strategy 2010. By increasing their planning, implementation and reporting capacities, for their programmes and projects, the national societies will benefit from increased financial support from sponsors
- Regional cooperation: To create a regional dynamic so that the national societies work together as a Federation and to permit the eight national societies of the sub-region to participate in the elaboration of the regional strategy and to take ownership of this strategy. To promote the human resources of the region so as to strengthen the operational capacities of the National Societies.
- Coordination and management: To ensure the continuation of work for the development of the capacities of the national societies in the region and to co-ordinate programme implementation bi-laterally and multilaterally The regional delegation, as an extension of the Secretariat, will furthermore contribute to the planning of strategies and policies, reporting, and programme monitoring and follow-up.

1. Disaster Preparedness

Background and progress to date

The regional disaster preparedness programme is aimed at training volunteers in early warning systems, medical responses to epidemics, natural disasters and population movements. The Red Cross Societies of Cameroon, Chad and the Central African Republic regularly experience natural disasters such as floods, drought or volcanic eruptions. All national societies of the region intervene in meningitis, cholera or ebola epidemics. Several countries are affected by political instability and population movements, particularly in the Republic of Congo, the Democratic Republic of Congo, Central African Republic, Chad, Cameroon and Gabon.

Goal To strengthen the disaster prevention and preparedness capacities of the national societies of the sub-region, at headquarters level and in the zones at risk, by the training and continuing training of volunteers and supervisory staff. The national societies could thus integrate their programmes with the national disaster preparedness plans.

Objectives and Activities planned

Objective 1 To strengthen the capacities of disaster relief preparedness personnel at the headquarters of the eight National Societies. The following activities will be undertaken to achieve this objective:

- Selection and training of a supervisory staff member in disaster preparedness at each National Society of the sub-region.
- Participation of these supervisory staff in regional disaster preparedness seminars.

Objective 2 Each National Society will have trained volunteers in the zones at risk. The national societies will possess a human resource data base. The following activities will be undertaken to achieve this objective:

- Depending on the capacities of the National Societies, select the possible intervention zones by country.
- Train emergency relief brigades and their supervisors.
- Create human resource data base using West Africa Regional Data Base as a guide.

Objective 3 Integration of the Red Cross of Chad in the food security programme. The following activities will be undertaken to achieve this objective:

- Recruit and train an agronomist at the Red Cross of Chad.
- Initiate pilot food security programmes in two provinces.
- Train those responsible for the peasant groups in these two provinces.
- Set up a partnership contract with the FAO and the Chad Ministry of Agriculture.
- Plant bushes and multiply the selected seeds.

Objective 4 Set up warning systems, with the participation of the population, to reduce the effects of floods and volcanic eruptions in Cameroon, Chad, the Central African Republic and the Republic of Congo. The following activities will be undertaken to achieve this objective:

- Recruit and train relief teams in the zones at risk in Chad, the Republic of Congo and the Central African Republic.
- Retraining of relief workers in Cameroon
- Make equipment for volunteers available to the committees targeted, with boots, waterproofs, gloves, tabards, boats for floods, and minimum emergency stocks (blankets, tarpaulins, stretchers)

Objective 5 Set up warning systems to respond immediately to the needs of the new refugees. The following activity will be undertaken to achieve this objective:

- Train volunteers in the supervision and management of the refugee camps in accordance with the standards established by SPHERE. (Central African Republic, Democratic Republic of Congo, Gabon and Cameroon. Note that the Republic of Congo will be covered by the Brazzaville delegation)

Objective 6 To have a contingency plan to deal with any unrest provoked by the elections. The following activity will be undertaken to achieve this objective:

- Train 20 volunteers per National Society in first aid in anticipation of the elections in Chad, the Central African Republic and Cameroon

Expected results

- Each National Society will have a disaster preparedness plan incorporated into a regional strategy. Each National Society will have one person at headquarters trained in disaster preparedness. Strengthening of human capacities will enhance the possibility that the national societies acquire partnerships with the international organisations and will increase their financial support. Human resource data base will be in existence and be used.
- A better understanding of the role and responsibilities of the volunteers by using standards and procedures corresponding to the minimum standards to be respected in the event of disaster response. Building loyalty among volunteers.
- By the end of 2001, two provinces will be involved in the pilot food security programmes in Chad in partnership with the FAO. An agronomist from the National Society headquarters will co-ordinate the activities of the two committees selected. He will train these two committees in organising the agricultural activities of 10 groups of peasants. The pilot projects will be capable of generating profitable agricultural production. Thus, in the two provinces in which the pilot project is established, the peasant group will produce 150 additional tonnes of sorghum to cover part of the needs of the vulnerable population counted.
- Evacuate victims rapidly in the event of floods and thus reduce the number of people who have not been able to get away from their homes. Provide more rapid relief for the population, evacuate them in good order during the disaster.
- Have supervisory staff and emergency brigades with volunteers trained in each National Society, ready to provide assistance in the event of population movements. The volunteers will count the number of refugees immediately as they arrive, provide first aid, help the most vulnerable in the construction of shelters and help with the organisation of the communities for the distribution of emergency aid.
- Have the volunteers trained in first-aid, able to offer assistance if untoward events should happen at the elections.

Indicators

- Existence of a trained supervisor responsible for disaster preparedness in each National Society. Hold a regional disaster preparedness seminar in the course of 2001. Existence of data base for human resources.
- Availability of a regional map of the zones at risk.
- Over the next two years, reduce food insecurity in Chad in the two provinces that will have a pilot food security project.
- Reduce the number of victims in the event of floods.
- In the event of population movements, the volunteers will provide first aid and assist the vulnerable population. The national societies involved will then be privileged partners of the international organisations.
- The number of volunteers trained in first aid. The number first-aid posts erected during the elections in Chad, the Central African Republic and Cameroon.

Critical assumptions

- The internal conflicts do not hamper the setting up of the programmes, especially in the Democratic Republic of Congo and in the Republic of Congo, Chad and the Central African Republic.
- The co-ordination with the authorities is satisfactory.
- Donors and participating national societies are supporting the programmes.

Monitoring and Evaluation arrangements

Monitoring of the programme will be undertaken as follows:

- The regional delegate will draw up an action plan with each National Society for the whole year.
- A report will be made on each seminar.
- The departmental committees involved in the programme will submit a monthly report to their headquarters.
- The person responsible for DPP in each National Society will submit a monthly report to the Regional Delegation.
- The Regional Delegation will provide an overview of the progress of the programme in its quarterly report.

This programme will be evaluated as follows:

- At the beginning of the second half of 2001, the regional delegate will undertake an intermediate evaluation of the expected results, taking the indicators as reference points.
- At the end of the year, a report will be presented to the meeting of the Secretaries General on the results obtained in disaster preparedness.

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2. Health and Care

Primary Health Care with Community-Based First Aid

Background and progress to date

Despite the substantial measures taken by the national societies and governments, health issues continue to present critical challenges to the populations of the region. Health statistics show that the vulnerable sector of the population, mothers and children, are still dying from diseases that could have been avoided through vaccination or early treatment. An analysis carried out in the context of ARCHI 2010 has shown that this is due to the fact that the national societies have acted in parallel with government services and other affiliated bodies. According to the latest UNAIDS report, the Central African region is heavily affected by the AIDS epidemic. The prevalence of HIV-positive people is 4-12% for a population of 86 million inhabitants. Hospital beds are occupied at a rate of more than 60% by AIDS patients. The hospitals are now obliged to refuse admission to some of these people, abandoning them to a sad fate. Within the limits of their understanding and means, the relatives try to accompany them as they move towards death.

Whereas in certain countries of the region the situation of the pandemic is relatively well known, this is not the case in the Democratic Republic of Congo, divided as it is by war, and experiencing a deterioration of the health structures in certain provinces.

For several years now the national societies have done what they could to relieve the suffering of the most vulnerable, by way of their vast network of volunteers. They are the auxiliaries of the health services and in some cases are obliged to make good the absence of public facilities.

In these new programmes, the strategy to adopt is to integrate the Red Cross into the countries' health development plan, taking advantage of the human potential represented by the volunteers of the National Societies, while seeking funding for sectors of activity where the government is absent.

Basic Health Indicators for the Central African Region

Country	Cameroon	CAR	R. Congo	DR Congo	Gabon	Equatorial Guinea	Sao Tomé and Príncipe	Chad
Mortality rate	12.4%	16.7%	14.7%	14%	14.8%	17.1%	10%	17.9%
Child mortality rate	74/1000	98/1000	90/1000	90/1000	87/1000	108/1000	63/1000	112/1000
Child mortality below 5 years	116/1000	156/1000	138/1000	207/1000	154/1000	176/1000	138/1000	181/1000
Maternal mortality rate	550/100.000	700/100.000	890/100.000	870/100.000	500/100.000	820/100.000	1310/100.000	1500/100.000
Vaccination cover	70%	60%	50%	N/A	51%	70%	80%	50%
Access to clean water	41%	18%	35%	42%	27%	33%	36%	15%
Access to health service	70%	45%	83%	63.7%	90%	60%	100%	30%
HIV-positive rate	7.73%	13.83%	6.43%	5.07%	4%	1.21%	<1%	2.72%
Assisted delivery/qualified person	58%	46%	50%	N/A	80%	5%	86%	15%

Goal Within the frame work of ARCHI 2010, the goal is to make a significant reduction in morbidity and mortality rates in the Central Africa Region.

Objectives and Activities planned

Objective 1 A reduction in the malaria morbidity and mortality rates and establishment of an income-generating programme with the impregnation of mosquito nets by 20 local committees in each country. The following activities will be undertaken to achieve this objective:

- Promotion and education on the correct use of mosquito nets.
- Training of volunteers on techniques for impregnating mosquito nets.
- Establishment of a mosquito net impregnation circuit through the volunteer networks and coaching structures.

Objective 2 Increasing young people's knowledge of STD/AIDS and long-term reduction in the HIV prevalence rates in the young population. The following activities will be undertaken to achieve this objective:

- Creation of three theatre troupes per country in the Red Cross youth sections.
- Organisation of theatrical performances and chat groups in schools and public places. One session per troupe per week.
- Training of 100 peer educators per country per year.
- Promotion and education by peers among young people in the field of HIV/AIDS. Creation of chat centres in the large towns, 5 centres per country per year.
- Elaboration of documents on AIDS and distribution of these documents in schools.

Objective 3 Reduce the suffering of 500 AIDS patients per country through home care. The following activities will be undertaken to achieve this objective:

- Train relatives in home care techniques for 500 AIDS patients.
- Ensure psychological and social support for the relatives of AIDS patients.

Objective 4 Reduce the number of victims of epidemics, improve response in periods of disaster and reduce the number of preventable diseases. The following activities will be undertaken to achieve this objective:

- Train volunteers in the early diagnosis of epidemics.
- Set up an information and epidemiological surveillance system. One volunteer per community.
- Early diagnosis of possible epidemic situations and rapid response.
- Participate in campaigns of the extended vaccination programme and the national vaccination days for children and pregnant women and campaigns during epidemics.
- Distribution of oral re-hydration salts during epidemics of diarrhoeal disease and dissemination of information on their correct use.

Objective 5 Make available to selected communities at least one volunteer trained in first aid (CBFA). The following activities will be undertaken to achieve this objective:

- Recruitment and coaching of health counterparts in the national societies as interlocutors of the regional delegate in charge who could be available part time to the national societies and would undertake to do the reporting.
- Train coaches and volunteers in first aid in each community. One volunteer per community.
- Promote training material on epidemic control designed by the health counterparts.
- Set up a disaster response plan in each National Society of the region.
- Set up a regional health information system.

Objective 6 Renewal of existing water sources and improvement of the environment for the population. The following activities will be undertaken to achieve this objective:

- Train volunteers in preparing water sources and environmental sanitation.
- Clean and protect existing water sources.
- Raise awareness of personal and environmental hygiene.

Expected results

- A 25% reduction in the number of cases of morbidity due to malaria. A 25% reduction in the number of deaths due to malaria. Creation of income-generating activities in respect of impregnation of mosquito nets in 10 local committees per country and funding of part of their activities.

- Creation and operation of three new theatre troupes in addition to the existing ones within Red Cross youth. Improved knowledge of AIDS and STDs in 50% of young people (12-24 years). An increased use of condoms and a 50% reduction of STDs in the young population.
- Improved knowledge and increased support to family members of AIDS patients. Reduction of the suffering of AIDS patients.
- Strengthening of the capacity of local committees to respond to epidemics over half the territory of each country. Early diagnosis and response in the event of epidemics over half the territory of each country. Reduction in the number of victims during epidemics.
- Recruitment of a part-time health officer to co-ordinate health activities in each National Society. Establishment of a network of coaches (on average 10 coaches per province). Creation and establishment of a trained volunteer network in each community. Initiation and setting up of the concept "volunteer apprentice" as a pilot project. Improvement of knowledge in the communities to produce a more appropriate response to emergencies.
- Better accessibility to drinking water for the whole of the population targeted. 50% reduction in the number of cases of intestinal parasitosis in the population concerned.

Indicators

- Number of local committees involved in the programme in each country. Number of impregnated mosquito nets per committee. Number of local committees involved in the mosquito net programme. Number of cases of morbidity and mortality due to malaria in the communities involved.
- Number of theatre troupes supported and number of new troupes. Number of theatrical performances and of chat centres per country per year. Number of groups of young people carrying out peer promotion and education activities in the field of HIV/AIDS per branch. Improvement of knowledge of STDs and AIDS among young people. Number of documents in local languages produced and distributed.
- Number of family members of patients trained in home care.
- Number of participating local committees. Number of volunteers trained by each local committee. Number of epidemics diagnosed early. Reduction in number of victims of epidemics. Number of mothers using oral re-hydration salts correctly.
- Number of doctors responsible for health services in the National Societies. Number of participating local committees. Number of volunteers trained in first aid by local committees. First-aid material available at the regional delegation or in the National Societies. IEC material distributed.
- Number of awareness-raising sessions organised. Number of water sources per branch. Number of cases of parasitic and diarrhoeal diseases in the community.

Critical assumptions

- Sufficient funding is made available.
- The security situation permits the good implementation of the programme activities.
- Local partners are involved in the distribution of mosquito net.

Monitoring and Evaluation arrangements

In each National Society, under the supervision of the Secretary General, the health counterpart is the operational head of the programmes. This person will produce a monthly activity report which is sent to the regional delegation. The regional health delegate will ensure co-ordination and strategic support. The regional finance delegate will ensure support for the financial report.

Follow-up of the programme will be evaluated every six months in collaboration with the local partners on the occasion of the visit of the health delegate. The programme will be evaluated at the end of 2001.

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3. Promotion of humanitarian values

Background and progress to date

The political situation of the region remains unstable, and internal conflicts have repercussions on every country of the sub-region. Suspicion, intolerance and corruption impede the democratisation process. The fall in world prices of raw materials aggravates the economic situation and favours the development of delinquency. The absence of a communication service within the regional delegation has made it difficult to set up structures in the national societies of the region so as to promote and disseminate the principles and work of the Red Cross.

Consequences of these deficiencies in the field of promotion are:

- Red Cross activities remain under-publicised.
- Donors are unfamiliar with the problems of the region and show little interest in the programmes.
- The population and the governments are poorly informed on the role and the activities of the Red Cross.

To remedy this situation, a communication and reporting programme will be set up within the Regional Delegation. This will improve dissemination of the activities undertaken in the region, within the Secretariat and among national societies and other partners as well as establish links with the media.

The promotion of the Fundamental Principles and humanitarian values will have an impact on changing behaviour in the community, will contribute to education on peace and favour the construction of the civil society as proposed in Strategy 2010.

The sub-region of Central Africa comprises eight countries, the communication networks are not very efficient, and indeed in the majority of these eight countries there are frequent difficulties in communication between Headquarters and the local branches.

The eight national societies of central Africa have experienced slow progress in institutional development. The equipment, resources and salaried personnel are often insufficient. Interventions come about mainly in the event of natural disasters, population movements and epidemics. The ambition of this project is to promote humanitarian values but at the same time to convince the national societies that information and reporting are essential tools for seeking and raising funds.

Goal To develop the capacities of the regional national societies of the areas of reporting, communication and information in order to promote the need for support to the Societies' programs and the needs of the region, and to promote and disseminate respect for humanitarian values and the fundamental principles of the Red Cross.

Objectives and Activities planned

Objective 1 Elaboration of a communication and information strategy within the Regional Delegation for Central Africa. The following activities will be undertaken to achieve this objective:

- Evaluate the human, logistic and financial potential of each National Society.
- Recruit and train a person in each National Society.
- Propose a regional action plan.

Objective 2 Support offered to the national societies so that they can produce reports on the present situation and needs of the countries. The following activities will be undertaken to achieve this objective:

- Organise data processing workshops.
- Produce a monthly communiqué in each of the national societies with details of the activities, needs and the events in the various countries.
- Collect all this data in the Regional Delegation and produce a periodical synthesis document. Exceptional events will be highlighted particularly and be reported on specifically.

Objective 3 Improve reporting of the operations in each National Society. The following activities will be undertaken to achieve this objective:

- Train those responsible for information in each National Society in standard procedures and reporting techniques.
- Draw up reports in line with Federation standards.
- Co-ordinate news and appeal bulletins at the regional level.
- Design the quarterly regional programme and activities report, annual and final reports.

Objective 4 Enhance the visibility of the national societies and the Federation in central Africa. The following activities will be undertaken to achieve this objective:

- Create an information network with the media interested in the Red Cross Movement.
- Participate in information campaigns (press, radio, television).
- Make a contribution in the IRIN and Reuters network
- Produce a brochure on the Regional Delegation.
- Provide technical assistance for fund-raising organised in the region.
- Produce promotional materials.

Objective 5 Promotion and support of the regional youth activities for the culture of peace. As actors of change, young people will be the privileged partners of the programme for the culture of peace. The following activities will be undertaken to achieve this objective:

- Support youth clubs and theatre troupes in each National Society for productions in schools, colleges and faculties.
- Organise meetings and debates on the culture of peace.
- Promote the organisation in the eight national societies of sports events between young people of different quarters and different towns.

Objective 6 Establishment of a regional “women and development” network. The following activities will be undertaken to achieve this objective:

- Promote the creation of women’s associations in each National Society.
- Identify the micro-projects that they would set up
- Organise a regional meeting with those responsible for the associations, the women’s departments of each National Society and the representatives of the international organisations.

Expected results

- Establishment within the Regional Delegation of a concrete communication strategy.
- Strengthen the image of the Red Cross and the Regional Delegation in Central Africa and allow the general public to become more familiar with the Red Cross Movement and its activities.
- Attract the interest of the Participating National Societies, obtain a greater number of pledges and contributions. Attract funding from sources like embassies and private sector.
- Ensure active participation on the part of the national societies in both the information network and the bimonthly report to the Regional Delegation, or by the exchange of information with the other national societies of the region.
- A theatrical performance will be organised once a week in each country followed by a debate. This should produce the following results.
- Nine thousand young people will be brought to an awareness of the culture of peace in each of the eight countries of the sub-region, that is to say 72,000 by the end of 2001 and 144,000 by the end of 2002.
- Sports competitions will be organised during the quarter proceeding the 8 May celebrations in each country. More than four thousand young people of all ethnic origins and affiliations will meet in a spirit of fraternity during the sports contests organised by the National Societies.
- Each National Society will coach 3-5 women’s groups. Five micro-projects will be launched in each country. A regional meeting, in June, will be organised to improve and assure the future of the projects.

Indicators

- Communication with the other partners will be more satisfactory. Contacts with the media will be regular. The Regional Delegation will cooperate actively in the events of the region. Its relations with the International Organisations as a whole will be effective. The national societies will be called upon more often by their governments.

- Increased interest on the part of the public in information from the Red Cross. The volunteers will report on current events in their Red Cross Society at all levels. The Regional Delegation will receive bimonthly information from the National Societies.
- A larger number of articles and publications of the Regional Delegation. Improved collaboration with local and international journalists.
- Donors will be sensitised and motivated.
- Ten per cent of young people at school aged between 10 and 20 years will be more aware of humanitarian values and the culture of peace. The young people theatre troupes will give performances. Local committees will organise sports contests among young people.
- The women's groups will undertake micro-projects.

Critical assumptions

- The project is successful in attracting necessary funding.
- The communication tools in the region are efficient.
- The national societies recognise the importance of information commit themselves to the implementation of the programme.

Monitoring and Evaluation arrangements

Monitoring:

- A quarterly report will follow the progress of each programme and permit the constraints to be analysed.
- Regular work sessions will be held with the Head of Delegation. The national societies of the region and the Participating national societies will make assessments.

Evaluation:

- A questionnaire will be transmitted to the Participating national societies and national societies of the region with a view to obtaining their comments.
- Two resource people of the Regional Delegation will evaluate programme at the end of 2001 and of 2002.

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4. Institutional and Resource Development

Background and progress to date

The aim of the project is to strengthen the capacities of the national societies of central Africa, at the level of both central headquarters and the branches. This approach, started in 1995, should permit the national societies of the region to acquire the characteristics of well-functioning national societies.

Most national societies still need to strengthen their human, material and financial capacities. In 1995, when the regional delegation was at Brazzaville, the first objectives revolved around self-evaluation. Since then, all the national societies have prepared a self-evaluation and, using an integrated approach, have determined their priorities. Particular stress was placed on good governance, participation of women and young people in decision-taking and the training of volunteers.

The regional cooperation programme allowed us to determine the strengths and weaknesses, to organize exchanges of experience and to establish together the priorities for assistance given by the regional delegation.

With the exception of the Red Cross Society of Sao Tome and Principe, which runs the lotto, the other national societies depend on external aid for their funding. The resource development process has led the national societies to review their development plans, analyse their functioning and review their logistic and financial organization and procedures.

With the exception of the Red Cross Societies of Equatorial Guinea and Sao Tome and Principe, which have assimilated well the criteria of good governance, the other national societies still need to strengthen their management of financial resources. The regional delegation must develop an assistance strategy that takes account of the need to raise funds and for the national societies to be self-sufficient.

The political situation in the Democratic Republic of Congo, Chad and the Central African Republic is explosive. If the conflicts were to worsen, Cameroon, Gabon and the Republic of Congo could take in a large number of refugees. Natural disasters and epidemics may also be expected in the course of the year. The national societies must reinforce their capacities in the zones at risk and also need to improve the knowledge and competence of the volunteers and supervisors who will be intervening in the local branches.

To promote exchanges between headquarters and the branches, the national societies need to set up a communication system both to collect data from the local committees and to circulate the information coming from headquarters.

Goal The aim of this programme is to strengthen the capacities of the national societies for the implementation and management of assistance programmes to the most vulnerable, as set out in Strategy 2010. By increasing their planning, implementation and reporting capacities, for their programmes and projects, the national societies will benefit from increased financial support from sponsors.

Objectives and Activities planned

Objective 1 Strengthening human resources in the eight National Societies. The following activities will be undertaken to achieve this objective:

- Hold two workshops on governance and management.
- Facilitate the use of human resources in the region.
- Set up a data base of resource people.

Objective 2 The national societies are trained in management and set up efficient planning, implementation and reporting procedures. The following activities will be undertaken to achieve this objective:

- Organize four seminars on good management with the national societies of Gabon, the Central African Republic, Chad and Equatorial Guinea.
- Draw up standard reports in each National Society.
- Provide financial assistance for two national societies per year.
- Provide IT equipment to four National Societies.

Objective 3 Strengthen the capacities of the national societies in the field of resource development and improve fund-raising and self-reliance. The following activities will be undertaken to achieve this objective:

- Engage an external consultant to set up a resource development plan in four national societies (Democratic Republic of Congo, Guinea, Gabon, Chad)
- Recruitment and training of a person responsible for resource development in each National Society during the second quarter of 2001.
- Participate financially in the organization of meetings to seek funds in two national societies (8 May).
- Establish relations with local donors.
- Prepare an inventory of national and regional funding sources including the Participating National Societies.

Objective 4 Integration of young people and of women in the implementation of strategies, programmes and activities. The following activities will be undertaken to achieve this objective:

- Organize a seminar to integrate the youth sections into the strategies of the eight national societies of the region for a better contribution to the relevant programmes.
- Facilitate the exchange of visits between the members of the youth section of the national societies of the region around specific programmes.
- Organize a seminar on gender issues for the heads of the women's departments of the eight National Societies.

Objective 5 The national societies prepare plans to improve the projects. The following activities will be undertaken to achieve this objective:

- Organize four seminars, each with the participation of two new national societies of the region, to prepare new development plans with each of the National Societies, including "logframe" techniques for analysis, design, implementation, monitoring and reporting.
- Provide technical support to the national societies in setting up their strategic development plan.

Objective 6 The national societies come to the help of vulnerable people in the zones at risk. The following activities will be undertaken to achieve this objective:

- Organize two training seminars (10 people) for four national societies in the zones at risk.
- Recruit, train and support financially in 2001, two regional coordinators for the four National Societies. The same programme will be undertaken in the four other national societies in 2002.
- Support four national societies in 2001, and four others in 2002, to set up a recruitment, management and retention system for volunteers.

Expected results

- Have a trained accountant in each National Society. Respect between governance and management. Improved representation of women in management. Increased use of the human resources of the region for regional and international missions.
- Better functioning of the National Societies. Greater transparency and credibility of the National Societies. Elaboration of an easy-to-use report form for all clients and sponsors. Elaboration of material for the training of reporting staff.
- Have a resource development plan and strategy. Find sponsors for the activities and start up self-financing and income-generating projects. Improve the level of operating costs.
- Develop the Women's and Youth Department in each National Society. The youth sections will prepare strategies and specific programmes with their National Societies. Four youth sections to undertake visits for exchanges of experience to four other national societies of the region. Improved level of participation of women in decision taking and implementation of the programmes of the National Societies.
- The national societies will have their development plans for the next three years. The national societies will have a resource development plan. Each National Society will have a resource development office. The national societies will generate 10 to 30 % of their revenues themselves.
- Rapid response by the branches in the event of a disaster. Effective communication between headquarters and the branches.

Indicators

- The national societies have statutes that reflect the complementary role of governance and management.
- Governance demonstrates its commitment to improve the capacities of their national societies to assist the most vulnerable while at the same time involving the staff and volunteers in helping the National Society to develop. Holding of two seminars on governance and management. Number of women and men in the governance and management departments. Number of regional delegates on missions (regional or international).
- Four seminars held in the national societies to set up reporting procedures. Monthly minutes and reports of the operations undertaken. Four national societies will have received IT equipment. Two national societies will have received financial support for payment of accountants' salaries.
- Improved fund-raising activities. Diversification of the income of the National Societies. Number of events organized by the National Societies. Number of partners working with the National Societies.
- Number of exchanges between the National Societies. Integration of youth and women in the strategy and programmes. Youth seminars held. Women's seminars held.
- Have a development plan in each National Society.
- Twenty trained volunteers in the zones at risk in Gabon, the Democratic Republic of Congo, the Central African Republic and Chad. Two regional coordinators in four National Societies, in 2001, eight in 2002. Have a finalized system of management and retention for volunteers in four national societies in 2001 and four others in 2002.

Critical assumptions

- The donors show interest in the regional programmes.
- No major internal problems occur in the National Societies.
- There are no major conflicts and insecurity in the region.
- There are no major natural disasters to slow down the programmes of National Societies.

Monitoring and Evaluation arrangements

Monitoring of this programme will be undertaken as follows:

- The regional delegates will undertake missions in the national societies throughout the year.
- The national societies will present reports at regular intervals.
- The national societies will respond to the six-monthly questionnaire.

This programme will be evaluated at the two annual meetings of the coordination group.

5. Regional Co-operation

Background and progress to date

The political, economic and social situation of the countries of the sub-region has not allowed the national societies to develop at the rhythm sought. Inspired by the Kampala Declaration and the recommendations for evaluation of assistance to the national societies of the region, of 1996, the regional delegation and the National Red Cross Societies have set up a process of close collaboration, consultation and mutual assistance in the region.

This process will allow maximum use of human resources, facilitate their participation in the decision making process and strengthen the capacities of the National Societies. It will favour coherent, controlled development of all the national societies of the region.

Goal To create a regional dynamic so that the national societies work together as a Federation and to permit the eight national societies of the sub-region to participate in the elaboration of the regional strategy and to take ownership of this strategy. To promote the human resources of the region so as to strengthen the operational capacities of the National Societies.

Objectives and Activities planned

Objective 1 Global participation of the national societies in the formulation, execution and evaluation of the strategic directions and the regional action plans. The following activities will be undertaken to achieve this objective:

- Annual meeting of the Presidents and Secretaries General aiming to define the policy, strategic directions and specific regional priorities, together with the perspectives and long-term commitments of the National Societies.
- Annual meeting of the Secretaries General to draw up programmes and activities based on the capacities of the national societies and the local vulnerability index. The forum will deal with evaluation of the programmes, looking at their successes and failures, and the lessons learnt.

Objective 2 Dynamisation of regional resources so that national societies of Central Africa are able to cover their needs. The following activities will be undertaken to achieve this objective:

- Participation of 5 people of the region in the regional BTC.
- Design and implementation of a plan to develop resources.
- Recruitment and training of the human resources of the region.

Objective 3 A constant and instructive exchange of information, experience and competencies between the national societies of the region with the aim of improving the establishment of Red Cross action and intervention plans in the region. The following activities will be undertaken to achieve this objective:

- Detailed analysis and close exchange of experience between the national societies in respect of programme preparation and implementation by facilitating exchanges of the personnel and experience of the region.
- Sharing of action plans and the results obtained in the priority fields for the region. Those national societies that contributed to the construction of the civic Societies in their countries and developed their own capacities will exchange their methods and experience with the other National Societies.
- Visits by certain members of the governance and executive to the other national societies of the region so as to exchange experience and knowledge.
- Establishment of a radio and radio/pactor network between the national societies of the region.

Objective 4 Elaboration of country and regional assistance strategies. The following activity will be undertaken to achieve this objective:

- With the help of Strategy 2010 and ARCHI 2010, assist the national societies in elaborating their country assistance strategy and the regional assistance strategy.

Expected results

- The strategic directions will be adapted to the regional situations and capacities. The action plans and strategic decisions will be taken by the national societies of the region according to their capacities, the needs and the Red Cross mandate.
- We have available a network of human resources for the region as well as at the international level with the aim of supporting the national societies in the development of their capacities and accomplishing their humanitarian mission.
- Application of experience in the region to provide better monitoring and improved co-ordination of operations. Rapid and effective disaster response facilitated by the exchange of regional resources. Thanks to the communication network we will have available to us the means to facilitate the exchange and circulation of information between the national societies and the regional delegation.
- Country and regional assistance strategies taking account of national realities, priorities and the capacities of each National Society. These strategies should be such as to attract sufficient financial resources for implementation of the activities and programmes attuned with Strategy 2010, ARCHI and the Ouagadougou recommendations.

Indicators

- Active participation of the Presidents and Secretaries General of the region to determine the directions, concepts and implementation of the regional programmes. Regional meetings with the aim of producing regional plans.
- Five supervisors from the national societies will have participated in the regional BTU. Data base of local resources and possible mobilisation of the latter if necessary.
- Strengthening of the competencies of the supervisory staff of the National Societies. Number of exchange visits between the National Societies. Improvement of the capacity to respond effectively in case of need. Establishment of a radio communication system.
- Country and regional assistance strategies approved by all the parties involved. Increased donor interest in the Central African region. Mobilisation of local sponsors.

Critical assumptions

- Financial support is available for the implementation of the programme.
- The participation and commitment of the national societies in the region and participating national societies in the establishment of regional strategy.

Monitoring and Evaluation arrangements

Monitoring:

- The regional co-ordination group will monitor the two annual meetings and follow all activities throughout the year.
- The Presidency will be in permanent contact with the regional delegation.
- Two reports will be drawn up in the course of the year.

Evaluation: The co-ordination group will draft the report on the plans and projects. Finally, a certain number of recommendations will be made for consideration when the next country and regional strategies are being planned.

6. Co-ordination and Management

Background and progress to date

In 1998 the Regional Delegation of Central Africa moved from Brazzaville in the Republic of Congo to Yaounde in Cameroon to enable it to fully play its role of coach and co-ordinator for the eight national societies in the sub region.

As part of Strategy 2010, the delegation worked out a regional action plan. In 2001 it will continue and strengthen activities begun in 1998 in the fields of health, institutional development, regional co-operation, disaster preparedness, humanitarian values and communication.

In order to better help the national societies identify their problems, establish their priorities, fix their objectives, determine actions to take and report to donors on programme implementation and achievements, the regional delegation will add two delegates to its team, one for disaster preparedness and the other for communication and humanitarian values. The regional delegation will become a genuine forum where the national societies in the region will be trained and have the possibility to meet participating national societies and the different partners.

The new Regional Finance Unit will continue to assist the Federation's two other main delegations, one based in Brazzaville in the Republic of Congo and the other based in Kinshasa, the Democratic Republic of Congo.

Goal(s) To ensure the continuation of work for the development of the capacities of the national societies in the region and to co-ordinate programme implementation bi-laterally and multilaterally. The regional delegation, as an extension of the Secretariat, will furthermore contribute to the planning of strategies and policies, reporting, and programme monitoring and follow-up.

Objectives and Activities planned

Objective 1 To have an effective regional delegation with qualified staff to respond to the needs of programmes being carried out and to operational emergencies. The following activities will be undertaken to achieve this objective:

- Give technical, computer and language training to staff and ensure they understand the Federation's mission.
- Prepare and co-ordinate information bulletins and appeals in emergency operations. Additionally, undertake emergency assessment and provide technical and logistical support to operations.
- Report on a quarterly basis to the Secretariat and partners.
- Ensure that systems and controls are in place for the efficient running of the Delegation

Objective 2 To provide technical support to the national societies in financial management and to the Federation's delegations in the Republic of Congo and the Democratic Republic of Congo. The following activities will be undertaken to achieve this objective:

- Train accountants in the national societies and country delegations to ensure correct financial monitoring and control.
- Co-ordinate cash disbursements, financial management and budget monitoring for the region.
- Be responsible for financial reporting for all activities and programmes.

Objective 3 Ensure a coherent and integrated approach of all regional programmes so as to comply with ARCHI, Strategy 2010 and the Ouagadougou recommendations. The following activities will be undertaken to achieve this objective:

- Ensure proper dissemination of ARCHI, Strategy 2010 and the Ouagadougou recommendations to national societies and Federation personnel.
- Conduct regular meetings to address the monitoring and evaluation of the implementation of Strategy 2010, ARCHI and the Ouagadougou recommendations.
- Focus on core programmes.

Objective 4 To facilitate co-ordination between the national societies of the region, participating national societies and other partners for better planning and programming with technical and financial support. The following activities will be undertaken to achieve this objective:

- Support the national societies in the region in preparing their strategic development plans.
- Help the national societies in the region form partnerships with Ministries, NGOs, United Nations agencies, Embassies and participating national societies.
- Co-ordinate annual partnership meetings.
- Ensure proper flow of information in terms of donor reporting requirements.

Expected results

- Have staff knowledgeable of the Federation's systems and the needs and priorities of national societies in the region. A well functioning Regional Delegation will contribute to further strengthen the national societies in their regions. Furthermore, the Delegation will have an effective response system in place, respond appropriately and raise funds for emergencies in the region.
- Financial routines and control will be implemented. The finance officer and programme managers will have access to a wider range of information regarding their budgets, expenditures and funding situations. Improved financial management in the region will enable decentralisation at the Secretariat.
- Greater co-ordination and exchange and sharing of experience among National Society programme officers. More focussed programmes with improved impact. Long-term partnership with other implementing agencies and donors. Better understanding of the Red Cross mission by the public at large. Better co-ordination between the field and the Secretariat.
- Improved image and profile of national societies in the region. Increase in locally raised funds as a total part of support for the region. Participating national societies interest in and support for the region increases as Yaounde assumes its role of regional delegation fully.

Indicators

- Timely and accurate assessment and appeal launch. Quarterly reports, sitreps, final reports and specific reports to donors are available without delay. Improved computer and technical knowledge of employees resulting in higher efficiency. Delegation systems in place.
- Cost effective, well functioning and accountable regional finance unit. Quality of financial reporting from the National Societies. Financial reports available to programme managers.
- Agreed framework of assistance in place. Evaluation of programme impact made available by standard tools. The number of partnerships formed in the region. Public support for the National Societies.
- The national societies have high-quality strategic development plan. The Regional Delegation will be able to raise its profile by increasing its funding support by 25% for 2001. National societies are implementing programmes in co-operation with locally based agencies.

Critical assumptions

The participating national societies commit themselves to support a scaled-up Regional Delegation for Central Africa. The participating national societies work within the country and regional assistance strategies bilaterally or multilaterally. The national societies commit themselves to work towards the goal of well functioning National Societies.

Monitoring and Evaluation arrangements

Weekly delegation meetings are held with heads of delegation, delegates and local employees. Regular visits to the various national societies by heads of delegations and delegates to monitor progress in programme implementation and strategic directions. Revision of the Regional Assistance Strategy in mid 2001.

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DELEGATION: CENTRAL AFRICA RD							
PROGRAMME	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	6,000	0	0	0	0	0	6,000
Clothing & textiles	4,000	0	0	0	0	0	4,000
Food & seeds	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0
Medical & first aid	4,000	0	0	0	0	0	4,000
Teaching materials	0	0	15,600	0	0	0	15,600
Utensils & tools	10,000	0	0	0	0	0	10,000
Other relief supplies	0	8,000	0	0	0	0	8,000
Sub total supplies	24,000	8,000	15,600	0	0	0	47,600
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	187,000	0	0	0	0	187,000
Computers & telecom	0	0	4,257	17,028	0	0	21,285
Medical equipment	0	0	0	0	0	0	0
Other capital expenses	0	0	5,000	0	0	0	5,000
Sub total capital	0	187,000	9,257	17,028	0	0	213,285
Programme management	12,526	87,049	20,339	35,287	33,086	13,236	201,522
Technical services	3,750	26,058	6,088	10,563	9,904	3,962	60,325
Professional services	4,158	28,898	6,752	11,714	10,984	4,394	66,900
Sub total programme support	20,434	142,005	33,179	57,564	53,974	21,592	328,747
Transport & storage	23,666	86,429	18,350	34,730	50,110	27,346	240,631
Personnel (delegates & expatriates)	7,300	115,760	13,700	148,700	204,900	17,570	507,930
Personnel (local staff)	58,160	466,640	82,878	130,920	74,676	73,260	886,534
Sub total personnel	65,460	582,400	96,578	279,620	279,576	90,830	1,394,464
Travel & related expenses	17,095	62,465	17,510	70,215	23,920	42,540	233,745
Information expenses	2,950	128,900	50,800	14,650	4,400	7,200	208,900
Expert fees	1,500	16,100	1,500	30,000	21,800	0	70,900
Admin. - general expenses	30,655	77,655	58,855	19,505	56,890	6,780	250,340
Training workshops / seminars	0	0	0	0	0	0	0
Sub total travel, training, general exp.	52,200	285,120	128,665	134,370	107,010	56,520	763,885
Total budget	185,760	1,290,954	301,629	523,312	490,670	196,288	2,988,612