

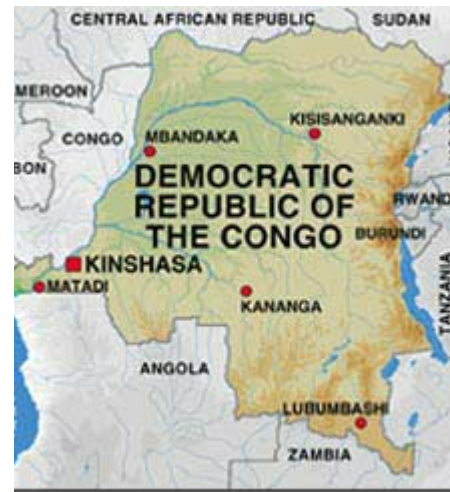
Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

DEMOCRATIC REPUBLIC OF CONGO (Appeal 01.09/2001)

Click on programme title or figures to go to the text or budget

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| 1. Health and Care | 404,209 |
| 2. Institutional and Resource Development | 208,482 |
| 3. Coordination and Management | 446,831 |
| Total | 1,059,522 |



Introduction

National Context

Situated in Central Africa, the Democratic Republic of Congo (DRC) is the largest country in Africa covering 2.34 million square kilometres (or equivalent to all of the countries of western Europe combined). It has borders with nine other countries (Angola, Burundi, Congo, Central African Republic, Rwanda, Sudan, Tanzania, Uganda and Zambia).

Since gaining independence from Belgium (30 June 1960), the country has been characterized by political disorders of all types (rebellions, secessions, tribal warfare) and a single-party, dictatorial regime that was in place for almost 32 years until May 1997. Then rebel forces under the command of Laurent Désiré Kabila took power of much of the country and Mobutu conceded defeat. After a year of peace, a new civil war broke out in the eastern region, and the country has remained in a state of internal conflict ever since. A cease-fire agreement was signed on 10 July 1999, supported by all the neighbouring countries directly involved in the conflict (Angola, Burundi, Rwanda, Uganda, Zimbabwe) and representatives of the rebel forces but despite this the war continues.

The morphological, climatic and hydrological factors of the area together have contributed to make the territory potentially one of the wealthiest in Africa. In addition abundant agricultural produce, vast quantities of rare minerals and precious metals and stones, including copper, diamonds, gold and many others, are present. Despite this great potential, the DRC is now one of the poorest countries in the world, ranking 150th out of 174 in respect of income per capita. Income distribution shows enormous social and regional disparities. According to the Ministry of Planning's report of 1995, 5% of the population controls

50% of the national income, while two of the 11 provinces, Kinshasa and Katanga, account for 25% of the country's population and bring in some 52% of the national income.

The present socio-economic situation of the Democratic Republic of Congo is a matter of grave concern. It is characterized by continuing economic decline and widespread poverty among the population, aggravated by pillaging of 1991 and 1993, the war of liberation of 1996-97 and the present civil war.

The national currency, the Congolese franc, is experiencing very high inflation, especially since a recent Presidential decree forbidding transactions in foreign currencies. This has further aggravated the impoverishment of workers and farmers, whose purchasing power is constantly being whittled away.

For decades the productive sector of the economy has been hampered by numerous difficulties such as the decline in purchasing power, no reinvestment in production equipment, the erratic supply of raw materials and delayed delivery of manufactured products due to the ongoing deterioration of the road transport infrastructure, inadequate means of transport, exchange controls, blocking of credits, declining prices of exports, increasing pressure of special taxes, disruption of the utility systems and so on. Some areas of the country have become enclaves and are accessible only by air or sea. In the face of all these problems, most businesses in the country have been forced to reduce their activities and personnel.

Some 60% of the population are younger than 20 years of age. The infant mortality rate is 148 per thousand live births, while the mortality rate of children under 5 years is 220 per thousand.

The DRC is subject to a wide variety of diseases and endemic epidemics, in particular acute respiratory infections (ARI), tuberculosis, diarrhoeal diseases, the AIDS and MST pandemics, malaria, measles, malnutrition, haemorrhagic fevers such as Ebola, and monkey pox.

National Society Priorities

The precarious situation of the Congolese economy and the war have not only affected the vulnerability of a large section of the Congolese population, but have also had a significant impact on the process of the national society's capacity development and restructuring that had been started. Rather than allow the internal conflict to cause it to suspend its activities, the Red Cross of the Democratic Republic of Congo (RCDRC) reviewed its activities and now concentrates on priorities in two sectors: assistance to people directly affected by the war, and assistance to the vulnerable populations in areas of the country unaffected by the conflict. The overall strategy aims to develop activities with short-, medium- and long-term effects.

For those with immediate effects, the National Society intends to relaunch the disaster preparedness programme in its branches situated close to the operational territories, by providing training or retraining in the field of first aid and issuing first-aid kits and equipment for burying bodies.

For its medium-term activities, the National Society wants to strengthen its support at the community level, especially to those people who have become vulnerable as a direct or indirect effect of the war. An evaluation will be carried out in the villages by ten local branches to see how the branches can contribute to identifying and meeting the needs of the vulnerable, and respond without requiring complicated logistics or extensive training.

As for the long-term activities, the National Society will pursue capacity development along the lines of the pilot tripartite project. This original programme has targeted the institutional development of the RCDRC, thanks to a three-year plan financed by the Swedish, British and Canadian governments and their respective National Societies. (The Tripartite project also supports the National Societies of Guatemala and Nigeria.)

Two other new pilot projects are being developed with the support of the Federation and in partnership with various United Nations agencies, to help the RCDRC become a credible strategic partner in the country. It is foreseen that this partnership agreement will be signed for a period of 2-3 years during which time the RCDRC will guarantee implementation of the joint proposals in line with one or several standard objectives of the specific partner and the NS, such as:

- **Institutional Development:** Since 1997, the tripartite pilot project to develop capacities has aimed to assist the National Society in strengthening its global institutional capacities so that it can efficiently manage assistance programmes for the most vulnerable and provide relevant information feedback. It

also intends to facilitate the process of capacity development based on a pooling of skills and experience in the fields of governance, strengthening systems at headquarters and development of the sections, at both regional and inter-regional levels. In the framework of the tripartite project, the RCDRC will continue the work begun in 1999 with PricewaterhouseCoopers in the fields of resource management, reporting, internal and external transparency, complementarity between governance and management, revision of the structure of the National Society at the different levels of the organization and the organizational chart.

- **Disaster Response and Preparedness:** The NS will relaunch the disaster response and preparedness programme in the branches located in the vicinity of the operational territories, providing first-aid training or retraining, and supplying first-aid kits and other equipment.
- **Health:** The RCDRC will continue to participate in the national vaccination programme. In the province of Bas-Congo, it will (in the short term) continue supervision and distribution of medicines and medical supplies for 13 dispensaries. Thanks to its expertise in the field of first aid, the NS will promote CBFA training to target groups within the communities. In concert with UNICEF and the WHO, it intends to develop a latrine construction programme in schools and hospitals. The NS is committed to implementing the aims of the ARCHI programme once they have been established and accepted in the local context.
- **Women and Development:** The aim is to strengthen the capacities and activities of the Women and Development Section at all levels, with a special emphasis on vulnerable women and children. A programme in partnership with the UNDP/UNFPA is to be developed so as to contribute to improving respect for women in conflict situations.
- **Youth Development** - The NS will continue to develop the school patrols project and to train youth leaders and young people in the Red Cross fundamental principles, HIV/AIDS and first aid.

Priority programmes for Federation assistance

Health and Care: To assist the National Society in:

- training twenty trainers in Community-Based First Aid (CBFA).
- CBFA training for 200 volunteers in the villages targeted for the assistance project for Angolan and Congolese refugees and the local population.
- implementing the objectives of the ARCHI project (further details will be available once the NS has put forward its precise objectives).

Institutional and resource development:

- To assist the NS in following up the decisions of the Central Committee and General Assembly meetings.
- To support the NS in executing PricewaterhouseCoopers' recommendations, especially regarding governance and management roles.
- To support the training of local committees in the villages with Red Cross dispensaries in Bas-Congo province and where no committee yet exists (Kiamba, Nkamuna, Nkalama, Lombo, Kilueka, Mfuiki, Kimbianga, Nlundu-Matende, Tshimpi, Luima, Mbumbu, Bwinda, Kifau 2, Pompage).
- To assist in planning for the resumption of activities in the provinces of Mbandaka, Kisangani and Mbuji-Mayi as soon as the security situation permits.
- In co-operation with the ICRC, to explore the possibilities of renewed branch support

Coordination and Management: to assist in the capacity building of the National Society both at headquarters and provincial level so as to ensure that programmes have greater impact on the life of the vulnerable.

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1. Health and Care

Self-Financing Dispensaries in Bas Congo

Background and progress to date

The Democratic Republic of Congo has a population of approximately 45 million. Life expectancy is 45, 10% of the population lives in the capital city of Kinshasa, 40% of the population has no access to health care, 50% of the population has no access to safe drinking water and 33% of the population is illiterate. The country is currently suffering through a civil conflict and this, coupled with the extremely fragile and receding economic situation, renders vulnerable most of the population.

The political situation in Angola remains volatile and there continues to be a constant flow of Angolans fleeing their country to take refuge in Bas-Congo. Many are now directed to two refugee camps situated in the Province, however, many others continue to find their way into the villages throughout the three districts.

The Red Cross of the Democratic Republic of Congo has thousands of volunteers throughout the country. They are well known for their rapid response in the event of natural or man-made disasters and are frequently recruited by other organizations for their manpower and energetic involvement. Many are trained in first aid and emergency response and manage to be extremely effective despite a lack of material resources.

The Federation has been active in the province of Bas-Congo since 1994 when, in co-operation with UNHCR, a project of assistance to the Angolan refugees was implemented. During the first year of the project, the Federation/Provincial Committee of the Red Cross opened 6 dispensaries in villages located throughout the province. In addition to the dispensaries being built, both the refugee population and the local population received seeds and agricultural tools, school supplies as well as used clothing. After the first year, the assistance continued in health and education.

Since the first six dispensaries were built an additional thirteen dispensaries have been added and are located in the three districts of Bas-Congo; the Cataractes, Lukaya and Bas-fleuve. All 19 dispensaries are registered with their respective health zone and pay a monthly supervision fee.

This project proposes an agriculture income generating projects for each group of villages accessing health care from one of the dispensaries. The project is simple and based on the needs of the villagers and the marketability of the products. The projects will be implemented by the Red Cross Committees already set up to administer and manage each dispensary. A percentage of the net profits will go to the workers on the project to encourage and motivate their continued involvement, a small percentage will go to the functioning of the Red Cross Committee and the larger percentage will go directly to the operation of the dispensary.

In addition to the material required to implement the income generating projects, financial support is required for salaries and office costs as well for the purchase of drugs and medical materials, the cost of which will decrease gradually after the first six months as a result of revenue from the income-generating projects.

Goal The project will provide health assistance to a population of 100,000 (30% Angolan refugees and the remainder native Congolese) in the province of Bas Congo through 19 dispensaries. The dispensaries will be self-financing within a two year period.

Objectives and Activities planned

Objective 1 Provide sustainable health assistance to the population of Bas Congo. This objective will be achieved through the following activities:

- Refresher courses and training on new drugs and treatments will continue to be provided to the nurses of the 19 dispensaries on a minimum annual basis.
- Dispensaries will be provided with the necessary drugs and medical supplies to treat the inhabitants of the villages.
- As part of the ARCHI programme: Nurses will train volunteers from the community on steps to take in order to protect against disease; these trained volunteers will spread the information to the rest of the community; Red Cross committees in all villages serviced by the dispensaries will be involved in the vaccination campaign yearly; a special project to protect against AIDS will be implemented in the villages through the Red Cross Committees.

Objective 2 The strengthening of the capacities to ensure effective dispensary management by Red Cross Committees. This objective will be achieved through the following activities:

- Red Cross committees are to be established in each group of villages served by a dispensary with the responsibility of administering and managing their respective dispensary.
- A training programme to be developed in the administration and management of a dispensary.
- Training to be carried out for the 19 Red Cross Committees.
- Follow-up to ensure applied learning to continue over the two year period of the project.

Objective 3 The establishment of a pharmaceutical depot ensuring a regular supply of essential drugs to the dispensaries.

This objective will be achieved through the following activities:

- A pharmaceutical depot to be established in Matadi ensuring a regular supply of necessary drugs to all the dispensaries.
- Training in the logistical ordering, stocking and management of pharmaceutical supplies to be provided to identified individuals of the Provincial Red Cross Committee of Bas-Congo.

Objective 4 The ensured availability of medical materials to the dispensaries to improve the quality of care and the conditions under which the patients are received in the dispensaries.

This objective will be achieved through the following activities:

- Identification of medical material missing or needing replacement in all dispensaries to be carried out. Upon receipt of funding required material to be purchased.
- Medical material to be distributed to the various dispensaries and to become part of the individual dispensary's list of assets.
- Training in budget preparation to include the time and expected replacement costs of medical material.

Objective 5 The creation of income generating activities capable to support the running costs of dispensaries.

This objective will be achieved through the following activities:

- Seeds and agricultural tools to be distributed to members of the community as identified by the Red Cross committee. First and second crop consisting of corn and peanut to be planted and harvested by Red Cross volunteers under the supervision of the dispensary committee.
- The harvest to be transported to nearest market and sold. Funds to be managed by the dispensary committee.
- Agricultural expert to be mobilized to ensure successful programme implementation.

Expected results

- The refresher courses and training on new drugs and treatment received by the nurses will ensure that they provide the best possible care to the population. The involvement of the community and the Red Cross committee in all the villages in the prevention of diseases such as AIDS, cholera, malaria and amebiasis, as well as the vaccination programme, will improve the health of the population.
- The Red Cross Committees of the 19 dispensaries will have completed the training in administration and management of dispensaries and will have established sound administrative and financial systems for each dispensary. Budgets will have been established for each dispensary and follow-up supervisory visits by the Federation/Provincial Red Cross Committee team will be carried out to ensure lessons learned and recommendations are understood and implemented.

- A pharmaceutical depot is established in Matadi and identified members of the Provincial Red Cross Committee have been trained in the logistical operation of a pharmacy including ordering, stocking, and management of the pharmaceutical supplies. Continual follow-up during the two-year project will be done to ensure application of lessons learned.
- Required medical material will be purchased and distributed to the dispensaries. Systems will have been established, including provisions in the individual budgets, allowing for the purchase of new equipment and replacement of same.
- The income-generating projects will yield, by the end of year two, sufficient revenues to provide a small income for the workers, allow for the operation of the Red Cross committees and, most importantly, ensure the continued operation of at least 15 of the dispensaries. A financial record keeping system will have been implemented for each project, project managers will have been trained in the application of the system and monthly financial reports will be submitted to the Red Cross committees. Follow-up supervisory visits will be carried out by Federation/Provincial Red Cross Committee team over the two year project to ensure compliance.

Indicators

- The health of the population will improve. Mortality rate from malaria will decrease by 10% in the first year. The combination of the vaccination programme and the disease prevention work of the community and Red Cross committee will reduce cases of measles by 50% or more, will eliminate polio altogether within the time frame of the polio eradication project, will reduce by 20% the diseases caused by bad water, unhygienic practices and poor nutrition.
- Management of dispensaries: Red Cross Committees responsible for the administration and management of their respective dispensaries will be active and efficient by the end of the first year of the programme and it is expected that a minimum of 5 dispensaries will have already attained self-sufficiency by the end of the first year.
- Pharmaceutical depots will exist and medication will be readily available. If medicines need to be purchased they will be purchased in Kinshasa and transported to Matadi depot. Distribution of medicines will be made on a monthly basis in combination with the project co-ordinator's supervisory visits to the dispensaries. Medicines will be distributed to each dispensary based on utilization during the previous months. Review of symptoms, diagnosis and treatment by the co-ordinator with the nursing staff will indicate a continual improvement in diagnosis and treatment of patients by the nursing staff.
- All dispensaries, at the beginning of the project, will have the medical material necessary to function properly. Each piece of medical material has a life expectancy and the monthly supervisory visits will confirm proper utilization. Training in the use of specific equipment such as laboratory equipment will be deemed to have been successful based on the correct application by the nurses. Replacement of all material will be the responsibility of the individual dispensaries with the revenue acquired through patient fees and income generating projects.
- The income generated from the patient fees will increase slowly at first and then more rapidly indicating an understanding and involvement on the part of the population of the necessity to support their dispensary. The income generated through the agricultural project will be more easily attained, in part, due to the fact that a percentage of the revenue goes back to the workers. However, regardless of the reason, barring any serious natural disaster, revenue will be available from the sale of the first harvest within 5 months of the beginning of the project. The training in financial management and budget preparation which will be done at the beginning of the project, will result in proper and transparent accounting procedures both in the operation of the dispensary and the agricultural projects. During the monthly supervisory visits by the project co-ordinator, accounting procedures will be reviewed and confirmed.

Critical assumptions

- Funding for the project is critical and needs to be made available early in the year.
- The political and security situation in Bas-Congo remains stable.
- Villages remain accessible during the rainy season.

Monitoring and Evaluation arrangements

The local Red Cross Branches and the local Red Cross Dispensary Committees are already in place. Training in the administration and management of a dispensary is being carried out by the Provincial Red Cross Committee of Bas-Congo with the assistance of the Federation staff of Matadi. A steering committee has been established within the Provincial Red Cross Committee with ex-officio membership of Federation

staff. The Duke of each village and his committee have been involved in the process and are supporting the concept of income generating projects in their villages including the use of the land for agricultural purposes. Management and co-ordination of funds and resources will be the responsibility of the Federation.

Monitoring of the project will be carried out in the following ways:

- Financial reports will be submitted monthly to the local Red Cross branches and quarterly to the Provincial Red Cross Committee.
- Monthly supervisory visits to each dispensary will continue to ensure proper treatment and utilization of medicines. The distribution of medicines will be combined with these visits.
- An agricultural expert will supervise the agricultural part of the project and provide advice prior to planting, during the growing period and after the harvest.
- Budgets and financial reports will be reviewed on a monthly basis during the first six months and then quarterly unless more frequent reviews are required.

Evaluation of this project will be carried out in the following ways:

- A budget will be developed for the operation of each dispensary and a financial management system implemented. Adherence to this system and relationship between budget and expenses will be evaluated monthly initially and then quarterly.
- An expert in the field of agriculture will evaluate the result of the harvest and the relationship between yield and revenue available for the dispensary will be evaluated.
- An evaluation system will be developed that looks at the administrative and management systems in place and the health care available and provided to the community. A complete evaluation will take place annually.
- Evaluations of all other income-generating projects will initially take place on a monthly basis and then quarterly with an annual evaluation at the end of year one and year two of the project.

List of Dispensaries and Population to be Served

| Dispensary | Angolans | Cabindais | Congolese | Total |
|----------------|----------|-----------|-----------|--------|
| Kimbianga | 0 | 1,115 | 315 | 1,430 |
| Nlundu-Matende | 0 | 858 | 252 | 1,100 |
| Mfuiki | 0 | 1,146 | 500 | 1,646 |
| Tshimpi | 718 | 0 | 1,308 | 2,026 |
| Kiemba | 2,140 | 0 | 1,900 | 404 |
| Nkamuna | 2,734 | 0 | 741 | 3,475 |
| Songololo | 7,843 | 0 | 13,723 | 21,566 |
| Luima | 1,566 | 0 | 700 | 2,266 |
| Mbumbu | 575 | 0 | 486 | 1,061 |
| Kilueka | 533 | 0 | 900 | 1,433 |
| Kimpese | 5,122 | 0 | 25,162 | 30,284 |
| Lombo | 547 | 0 | 786 | 1,333 |
| Nkalama | 1,343 | 9 | 654 | 2,006 |
| Pompage | 930 | 0 | 1,835 | 2,765 |
| Mbinda | 775 | 0 | 2,130 | 2,905 |
| Mayanga | 780 | 0 | 2,300 | 3,080 |
| Yalala | 605 | 0 | 340 | 945 |
| Kifua | 335 | 0 | 905 | 1,240 |
| Minkelo | 1,805 | 0 | 2,580 | 4,385 |
| Total | 28,351 | 3,128 | 57,517 | 85,350 |

2. Institutional and Resource Development

Background and progress to date

The Democratic Republic of Congo Country Assistance Strategy 2000-2001 had three main axes: Capacity building for the National Society; continued assistance to refugees in Bas-Congo and; development of First Aid revenue producing programmes in selected branches and.

The Capacity Building in the National Society has received most of its support from the Tripartite project in the first half of 2000. Continued support to the National Society's institutional development focused on improving financial management, reporting, internal and external transparency, the relation between governance and management, and restructuring. The following were accomplished in the first half of 2000:

- The holding of the Central Committee Meeting, attended by 10 of the 11 provincial presidents.
- Adoption of the revised statutes project. Adoption of the concept of separation between Governance and Management.
- Adoption of the PricewaterhouseCoopers audit recommendations which were mainly related to accounting and administrative systems.
- The General Assembly scheduled to be held from 05-09 November 2000.

Local committees in the Bas-Congo region are active in supporting Red Cross dispensaries in 19 locations which provide health care to a population of up to 100,000. For at least the following year, a focus will be placed on First Aid revenue producing programme focussing on training and response plans for the targeted provincial committees and their branches. The current project proposed would build on the Tripartite project foundation to further encourage good governance and management. Co-operation between the Federation and the ICRC has been strong especially in preparing the Central Committee meeting. The ICRC has supported expanding the development efforts to include Katanga and Kasai Occidental as well as Kinshasa and Bas-Congo. The RCDRC is a Society that has a strong volunteer base but needs to build its capacity in the area of programme management and governance practices. While the Society is strong in first aid and disaster response, there is room for improvement in planning and reporting procedures.

Goal There are three overarching goals of this program in the DRC:

- Improved Governance: Complete the statutory process of revised statutes, electing the officers at the branch, provincial and national levels and the holding of the first General Assembly since 1978;
- Efficient Management: Complete the training of key personnel and volunteers in the area of human resources, administration and financial management and ensure the implementation of recommended procedures and systems in the above areas both at the Headquarters and branch levels;
- Implement Assistance Programmes: Begin the process of creating well functioning branches poised to deliver assistance to the beneficiary population in DR Congo.

Objectives and Activities planned

Objective 1 Follow up on the holding of the Society's General Assembly with the Provincial Assemblies to be held in the provinces of Katanga, Bas-Congo, Kasai Occidental, Kasai Oriental and Kinshasa.

This objective will be achieved through the following activities:

- Assist the National Society in the planning and implementation of the Provincial Assemblies.
- Assist the National Society to identify and access funding for the Provincial Assemblies.
- Assist the Secretariat to assume their role of planning, training and support to the Provincial committees in Katanga, Kinshasa and Bas-Congo.
- Assist the Provincial Committees of Katanga, Kinshasa and Bas Congo in the planning and implementation of their respective Provincial Assemblies.

Objective 2 The Society will have an efficient management system in place, including human resources, administrative and financial management procedures, within one year. Provincial Committees and their branches, where accessible, will have equivalent procedures.

This objective will be achieved through the following activities:

- Separation of tasks and responsibilities of the Management and Governance.
- Elaboration of human resources, administrative and financial procedures and systems in line with the responsibilities of the management and governance as recommended in by PricewaterhouseCooper audit report.
- Assist in the training in Management and Leadership of staff, directors of the National Society's Secretariat and in the Provincial Committees of Katanga, Kinshasa and Bas Congo.
- Assist in the training of appropriate staff and volunteers of the National Society's Secretariat and in the Provincial Committees of Katanga, Kinshasa and Bas Congo in administrative, human resources and financial procedures.

Objective 3 The Society will develop First Aid activities and will provide First Aid and disaster response training for volunteers in the provinces of Kinshasa, Katanga and Bas-Congo.

This objective will be achieved through the following activities:

- Develop first aid activities with the aim of becoming self financing within three years in three provinces.
- Provide training in First Aid and in effective disaster response system. This is to be undertaken in co-operation with ICRC in order to avoid duplication and to provide a better overall coverage.
- Ensure an initial supply of first aid equipment in the targeted branches.
- Assist the Red Cross Provincial Committees and district branches to find and implement First Aid revenue producing projects, with the objective of becoming self-sufficient within a three year period.

Expected results

- Provincial Assemblies will be held in the provinces of Kinshasa, Katanga and Bas-Congo by June 2001.
- All PricewaterhouseCoopers recommendations will be implemented at the Headquarters level and in the three Provincial Committees by 31 August, 2001.
- First Aid activities carried out by trained first aiders will be in place in all three Provincial Committees and their branches by 31 December, 2001. Response systems will be in place and used effectively by the trained volunteers. First Aid revenue producing projects will be implemented in the provincial committees, some of their respective targeted branches as well as at the Head Quarters level.

Indicators

- The new statutes approved by the General Assembly are adopted, and a new board is elected. Subsequently, Provincial Assemblies are held and new boards are elected.
- Essential positions in management as recommended by PricewaterhouseCoopers are filled. Administration, human resources and financial management procedure manuals exist and are applied. Job descriptions for all key positions exist. Salary scale exists. Financial procedures are written and followed. Society undergo annual audits. Society publishes results of audit.
- First Aid activities exist and provincial committee and branch volunteers are trained in first aid and have been able to respond efficiently and effectively to minor disasters such as vehicle accidents and to the more major disasters such as epidemics, major road accidents, plane crashes and other natural or man-made disasters. Emergency first aid equipment is available and in place. First Aid projects are self financing within a three year period in the three provinces. Financial statements of the projects are available.

Critical assumptions

The provinces targeted are under the control of President Kabila's Government. Should this change in one or more of the provinces, it would be impossible to carry out planned objectives. To carry out the objectives identified in the programme, funding must be available. The very strong base of Red Cross volunteers remains intact throughout the provinces.

Monitoring and Evaluation arrangements

- The Federation's Delegation will be available to assist in the planning of the General Assembly, both the National Society and the Federation will provide a report of the Assembly at its conclusions.

- The Federation's Delegation will participate in the PricewaterhouseCoopers training and will follow closely the implementation of administration, human resources and financial procedures and systems at the Headquarters as well as at the Provincial levels.
- The implementation and correct utilization of the administrative, human resources and financial systems will be evaluated after 3 months, six months and a year. In the case of the financial procedures, the regional finance delegate will evaluate every six months and the annual audit final report will be made available.
- The First Aid revenue producing programmes will be assessed on a monthly basis, proper accountability systems will be appraised.
- Federation delegate and staff will monitor the first aid training and activities and ensure that response systems are effective at provincial and branch levels.
- Mock disasters will be carried out in the provinces to test the learning's and the readiness of the trained First Aid volunteers.

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3. Coordination and Management

Background and progress to date

Since January 1994, the UNHCR and the Federation/National Society have been involved in an assistance to Angolan refugees in the south-west of the country. After an initial phase in which the assistance had the character of a full relief operation including the distribution of seeds and agricultural tools, and as refugees increasingly integrated in the communities of the Cataractes, Lukaya and Bas-fleuve sub-regions, the Federation/National Society focused on health and education with assistance currently provided from 19 dispensaries and 30 schools.

In April 1998, a Branch Development delegate started to work with various branches of the National Society. Auto evaluations were carried out in two of the provinces just prior to the outbreak of the conflict in the country. In August 1998, all delegates were evacuated from DRC as a result of the fighting taking place in Kinshasa and it wasn't until October of the same year that a Liaison delegate returned to Kinshasa to be followed in December by a Federation Delegate. During the next year and a half the activities in Bas-Congo resumed and an additional 6 dispensaries were either constructed or rehabilitated, 5,000 families received seeds and agricultural tools and two villages were assisted with the completion of the construction of schools. This period also saw the establishment and the training of Red Cross and administration and management committees in all villages serviced by a dispensary.

Due to the large number of Angolan refugees who began arriving in Bas-Congo in January 1999, UNHCR opened two refugees camps located in the Cataractes district of the province. Federation/National Society administers and manages one of these camps with a current population of 10,000.

During the past two years the Head of Delegation has worked to develop the management abilities of the National Society. This has been done through weekly management meetings with rotating chair and on a one to one basis. Several projects were supported by the Federation and these were used to provide training in the area of project management and reporting to the National Society staff and volunteers at the Secretariat level. This area requires further strengthening at the secretariat level. However, all projects supervised by the Federation and implemented by the National Society were well managed and successful and proved a fertile learning ground for the staff and volunteers.

ICRC is encouraging the Federation to expand their capacity building activities in the provinces of Katanga and Kasai Occidental. In addition, the National Society's General Assembly is to be held 05-09 November 2000 which represent an opportunity to further strengthen the National Society. The Federation has a strong and important role to play in assisting the Governance and Management teams to develop the skills necessary to effectively and efficiently govern and manage their society.

Goal The goal of this programme is to assist in the capacity building of the National Society both at headquarters and provincial level so as to ensure that programmes have greater impact on the life of the vulnerable.

Objectives and Activities planned

Objective 1: Efficient and competent Federation delegation able to provide support to the National Society so as to ensure programme service delivery. To achieve this the activities will be:

- Ensure management and financial systems and controls are in place for efficient running of the delegation.
- Provide operation and financial reporting in timely and accurate manner.
- Job descriptions will be reviewed particularly in relationship to the reduced number of personnel resulting in additional responsibilities and wider job scope.
- Current competencies of staff will be identified and related to competencies required for the job.

- Training, learning opportunities and support will be provided to enhance performance.

Objective 2: The establishment of a strong counterpart relationship between the Head of Delegation and the Secretary General of the National Society so as to ensure coherence and co-ordination in the elaboration of strategic development plan and country assistance strategy. To achieve this the activities will be:

- Head of Delegation and Secretary General will attend the next counterpart workshop.
- Regular weekly meetings between the Head of Delegation and the Secretary General will be established which will provide a forum to follow up and monitor progress in programme implementation.
- Additionally, meetings with director of programmes will take place regularly so as to ensure strategic orientation is in line with programme implementation.
- Special attention will be directed towards implementation progress of ARCHI and of the Ouagadougou recommendations.

Objective 3 The reinforcement of the National Society's Governance structure leading towards a strong and effective governing body. To achieve this the activities will be:

- An information session will be held, following the General Assembly, to clearly define the separation of the roles between Governance and Management.
- The Delegation will provide the necessary assistance in the planning and executing of the Provincial General Assemblies.
- The Delegation will assist the Central Committee in clarifying its role in relation to the Secretariat and to the Provincial committees.
- The Delegation will provide information sessions to the Central Committee members related to defining and understanding the role of a Red Cross National Society Governing body.
- The Delegation will provide the necessary logistic and financial support to the Central Committee in order that they can share the above information with its provincial committees.

Objective 4 The promotion of a productive working environment between Federation staff and National Society staff resulting in a learning process for both. To achieve this the activities will be:

- Training and learning opportunities will be provided to Federation and National staff.
- A working committee will be established between Federation staff and National Society staff to identify how better to work together and to share experiences and knowledge.
- Job descriptions for National Society staff and for Federation staff will be harmonized.
- Salary scales will also be harmonized.
- The Federation Delegation will encourage the concept of shared offices between the Delegation and the Secretariat of the National Society and a study will evaluate the various possibilities.

Objective 5 The strengthening of the existing relationships between operating partners and the establishment of new ones. To achieve this the activities will be:

- Meet with all current and potential partners to explain programmes of the National Society and the supporting role of the Federation.
- Provide support and training to the National Society in administering and managing programmes in order to reinforce credibility and image as an efficient and competent implementing partner.
- The Head of Delegation will provide the necessary support to the Secretary General in regaining the confidence of the international and local organizations which will include training sessions for staff in project planning, objective setting, project management, reporting and meeting time objectives, among others.

Expected results

- A well functioning country delegation will contribute to further strengthen the National Society. Staff will be well versed in all administrative and financial routines and controls. Reporting will be timely and will contribute to improved funding response.
- Information flow between the National Society and the Federation will be dynamic and effective resulting in integrated strategies and coherent programmes.
- A profound understanding of National Society staff and volunteers of the roles and responsibilities of the Management and Governance. Provincial Assemblies are carried out.
- New job descriptions will be developed and staff will be provided necessary training and learning opportunities to carry out their responsibilities. Organigrams are available at provincial and

Headquarters level for all staff. Training provided will increase the competency and job performance of staff. Prosperous working relationship including sharing of knowledge and experience will exist between the staff of the Federation and the staff of the National Society. The Federation and the National Society will share common office space.

- The National Society will have improved its image as a competent and efficient implementing partner in assistance programmes and will establish new partnerships with United Nation Agencies or with International Non Governmental Organization to carry out projects

Indicators

- Delegation systems are in place and the employees are successfully taking care of all aspects of daily operation of the delegation. The delegation is providing quarterly and final reports, sit rep, and specific donor report without delays.
- The tenure of regular meetings between the Federation and the National Society management and programme responsible. The strategic direction of the programme is in line with strategy 2010.
- The number of information sessions on Management and Governance. The number of provincial assemblies carried out. The flow of information within the National Society will be widespread.
- Job descriptions and salary scale for same positions in Federation and National Society will be harmonized. The number of training undergone by National Society and Federation staff. The number of meetings of the working committee. Both Federation and National Society staff will have gained new knowledge and skills and be able to interchange responsibilities. Office locations will be harmonized.
- The number of newly established partnerships with United Nation Agencies and with INGO's.

Critical assumptions

- Funding is available to support the Delegation's duties.
- The National Society is prepared to work closely with the Federation.

Monitoring and Evaluation arrangements

- Performance evaluations will be carried out with the Federation staff after six months and a year.
- The National Society will be provided with performance appraisal forms and training in using same.
- Projects implemented by the National Society will be evaluated based on objectives set on a quarterly basis.

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| DELEGATION: DEMOCRATIC REPUBLIC OF CONGO | | | | |
|---|------------------------------|----------------|-------------------------|------------------|
| PROGRAMME | Health & services | IDRD | Coord. & mgt | TOTAL |
| Shelter & construction | 0 | 0 | 0 | 0 |
| Clothing & textiles | 0 | 1,950 | 0 | 1,950 |
| Food & seeds | 1,995 | 0 | 0 | 1,995 |
| Water | 0 | 0 | 0 | 0 |
| Medical & first aid | 96,900 | 0 | 0 | 96,900 |
| Teaching materials | 0 | 0 | 0 | 0 |
| Utensils & tools | 8,987 | 0 | 0 | 8,987 |
| Other relief supplies | 0 | 0 | 0 | 0 |
| Sub total supplies | 107,882 | 1,950 | 0 | 109,832 |
| Land & Buildings | 0 | 0 | 0 | 0 |
| Vehicles | 0 | 5,130 | 0 | 5,130 |
| Computers & telecom | 0 | 0 | 2,100 | 2,100 |
| Medical equipment | 0 | 19,950 | 0 | 19,950 |
| Other capital expenses | 0 | 0 | 0 | 0 |
| Sub total capital | 0 | 25,080 | 2,100 | 27,180 |
| Programme management | 27,256 | 14,058 | 30,130 | 71,444 |
| Technical services | 8,159 | 4,208 | 9,019 | 21,386 |
| Professional services | 9,048 | 4,667 | 10,002 | 23,717 |
| Sub total programme support | 44,463 | 22,933 | 49,151 | 116,547 |
| Transport & storage | 40,650 | 31,481 | 36,520 | 108,651 |
| Personnel (delegates & expatriates) | 0 | 0 | 109,575 | 109,575 |
| Personnel (local staff) | 185,654 | 78,978 | 170,805 | 435,437 |
| Sub total personnel | 185,654 | 78,978 | 280,380 | 545,012 |
| Travel & related expenses | 0 | 0 | 9,500 | 9,500 |
| Information expenses | 0 | 0 | 1,380 | 1,380 |
| Expert fees | 540 | 9,000 | 6,720 | 16,260 |
| Admin. - general expenses | 25,020 | 39,060 | 61,080 | 125,160 |
| Training workshops / seminars | 0 | 0 | 0 | 0 |
| Sub total travel, training, general exp. | 25,560 | 48,060 | 78,680 | 152,300 |
| Total budget | 404,209 | 208,482 | 446,831 | 1,059,522 |