

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

NIGERIA (Appeal 01.05/2001)

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

	<i>In CHF</i>
1. Disaster Preparedness	775,128
2. Health and Care	2,176,002
3. Institutional Development	522,094
4. Co-ordination & Management	265,204
Total	3,738,429



Introduction

The Nigerian Red Cross Society (NRCS) was established by an act of parliament in 1960, and recognised by the Movement in 1961. An extraordinary general assembly in March 1995 revised its constitution. The corresponding rules have been modified and will be submitted to the Federation and ICRC. The general assembly, held in January 1996, adopted new internal rules. The roles of governance and management are well defined following recent structural changes in the Society. The highest decision-making body is the central council which includes branch representatives and meets once a year. The executive committee meets quarterly and is made up of elected national officers and branch representatives.

The NRCS is the umbrella organisation through which there are 37 Branches, one in each of the 36 states and the Federal Capital Territory (FCT) Abuja, working on the fundamental principles of the International Movement. Within each Branch volunteers are organised on divisional basis with each division based on a Local Government Area (LGA). These enable the Society to have the organisation and competence to run activities and respond to disasters/emergencies in both urban and remote rural areas. The Society has an extensive local knowledge and ready access to local communities. Volunteers are involved in all activities of the Society. The NRCS employs seven senior staff at headquarters although it intends to recruit several more over the next year. There are now full-time branch secretaries in all 37 branches. Training officers in the branches are generally part-time.

The NRCS's mission is to improve the situation of the vulnerable through the four core activities of; disaster preparedness and response, health, and institutional development. Coordination and management activities are intended to support these areas within the revolving Three Year Plan.

1. Disaster Preparedness

Background and progress to date

The Disaster Preparedness program is drawn from the NRCS Strategic Plan for 2001 - 2003. Since 1998 ICRC and the Federation have assisted the NRCS to develop its emergency preparedness and response capacity through pre stocking, training and communications assistance. DP training has been carried out on a nation-wide basis and some 900 volunteers have been trained at Branch level. 20 HF radio stations have been established to provide means of assured communication during emergencies. Pre stocking of relief supplies was organised centrally.

Because of the high incidence of communal conflicts, pipeline explosions and other reasons of internal displacement to which NRCS responded with relief operations, the work on preparedness has been adversely affected over the past year. The relief operations have given an opportunity for ongoing evaluation of the DP effectiveness of NRCS. It has been realised during these operations that the programme, whilst providing volunteer training in DP, did not adequately address the issue of the organisation of these volunteers within the branch structure. It sometimes proved difficult to quickly access the volunteers trained when disaster struck and necessary for the National Emergencies Office to call on the assistance of the ranch to lead relief operations. It was also clear that without branch contingency plans agreed with local authorities in advance, relief operations could be delayed whilst modalities were worked out. It was also found that the needs and capacities of those affected was not always reflected in relief supplied and that further attention to needs assessment and VCA training was needed. As with the health programme, it has been found that the management and support of branch DP activities in such a large country as Nigeria can not be provided from HQ alone. For this reason it is proposed that additional management and organisational support is provided from the six zonal levels paralleling the government administrative structure and to focus on 6 branches per year.

Goal The overall goal of the programme is to ensure NRCS is prepared to deliver quick and efficient relief assistance to those suffering from emergencies and disaster throughout the country by increasing the number of volunteer Disaster Preparedness and Response Teams recruited, trained, organised and resourced for operation.

Objectives and Activities planned

Objective 1 To contract, resource and train 6 Zonal DP Officers.

The activities to achieve this objective are:

- Recruitment, selection and appointment of 6 Zonal DP Co-ordinators.
- Give orientation and training to the 6 Zonal Co-ordinators.
- Provide administrative and operational equipment and materials to the 6 Zonal offices.

Objective 2 By the end of 2002 to have 60 new Emergency DP Teams in 12 States (in addition to the 30 teams trained in 2000).

The activities to achieve this objective are:

- Zonal Officers together with the National Emergencies Officer to visit 6 Branches per year to orientate them on the programme and the DP Emergency Team concept and agree on recruitment, organisation, management and communications system.
- Zonal officers to work with 2 new state branches per year to ensure that Divisional Emergency DP Team selection and organisation is completed satisfactorily.
- Zonal Officers to give DP and Emergency Preparedness and Response training to team leaders and deputy team leaders (10 teams) per year.
- Branch team leaders to organise and train their teams.
- Equipping the trained and organised teams with necessary operational materials such as bibs, helmets, gloves, masks, stretchers, and rescue tools.

- Provision of administrative support to 6 Branches per year.
- Hold an annual DP rehearsal and training exercise each year with 6 programme Branches.
- Visits by National Emergencies Officer and zonal officers to branches to assess Contingency Plans for the state.
- Update the NRCS DP Policy/manual and Training Programme and develop necessary training and presentation material.

Objective 3 All Emergency DP teams will be capable of conducting needs and capacity assessments.

The following activities to achieve this objective are:

- Holding one Vulnerability and Capacity Assessment Workshop for to plan VCA process, determine the VCA Task Force and decide how the findings will be used for future planning and activity.
- Training of trainers workshop for VCA task force and zonal officers in how to conduct and utilise the VCA tool.
- VCA orientation and training of branches be undertaken at zonal officers.
- VCA work at Branch to be undertaken.
- Compilation and analysis of VCA findings and issue of report and recommendations.

Objective 4 To ensure that the NRCS DP and Response is co-ordinated with other responsible authorities and the National Emergencies Management Agency and in co-ordination with them, pre-stock relief materials on zonal basis.

The activities to achieve this objective are:

- Hold an annual DP working meeting with Government to discuss contingency planning including roles and responsibilities, co-ordination of response, and international perspectives.
- Participate in National Emergency Management Agency (NEMA) meetings.
- Establishing and pre stocking of zonal emergency stores.

Objective 5 To carry out programme evaluation during the last quarter of 2002.

The activities to achieve this objective are:

- Establish TOR for Evaluation Team.
- Team to visit 3 participating Branches and carry out evaluation and produce report of findings.
- Hold workshop to address report findings and make programme adjustments as necessary.

Expected results

The disaster response capacity of the NRCS will have been developed in 18 branches with 90 Emergency DP teams with 1,080 trained and resourced volunteers organised to respond quickly and effectively to disaster. The NRCS branch DP and disaster response role will have been clarified and agreed at the state level. Relief response operations carried out by any of the 90 Emergency Teams of NRCS will have been responsive and appropriate to the needs and capacities of vulnerable people. 18 branches will have received DP and Disaster Response technical and organisational support from their zonal officers so that 90 Emergency DP teams will have improved their state of readiness, performance, planning and activity. The NRCS's roles and responsibilities will have been clarified and agreed with the Government, and co-ordination of relief operations will have been improved with all agencies involved. All 18 branches will have agreed State contingency plans. NRCS will have agreed National Contingency Plans for internal displacement, flood, drought and other high risk situations. The NRCS emergency and DP activity will have been reviewed in line with evaluation findings and recommendations.

Indicators

A central register of 90 Teams with 1,080 Emergency DP Team volunteers, 18 State Contingency Plans approved by Branch Executive Committees with accompanying letters of endorsement from State authorities. Branch and visit reports of activities. Relief operation and monitoring reports from NRCS and Federation Delegation. Monthly consolidated report from the National Emergencies Officer of Zonal Officers reports. Federation Delegation monitoring reports. Evaluation report and revised DP Programme narrative for 2003

Critical assumptions

- That there will not be a major long-term disaster in the country which could divert the resources of NRCS away from the programme implementation and into a relief operation.
- That at least two years funding commitment for the programme is secured so that the strategic momentum can be maintained.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The National Emergencies Officer (NEO) will be responsible for the programme to the Secretary General of NRCS. He will maintain the central register of Emergency DP Teams and their Contingency Plans and provide these for examination as well as relief operations and activity reports to the SG with copies to the Federation HOD and ICRC Head of Mission.
- Branch monitoring visits will be carried out by the NEO, SG and Federation Delegation.
- Quarterly reports will be provided by the NRCS and the Federation Delegation.
- Evaluation will be ongoing by the Federation Regional and Country Delegations. In 2002 a full scale evaluation of the programme will be carried out by the Evaluation Team.

2. Health and Care

Background and progress to date

Nigeria, with a population of 120 million, the largest in Africa, and a newly elected government seeking to develop a civil society after long years of harsh military and corrupt rule, faces severe problems with diverse ethnic, religious and political groups often in conflict, emerging and re emerging diseases, natural disasters, economy in process of deregulation and poor service infrastructure. The health sector is especially failing to meet the needs of poor people.

In 1997, the Nigerian Red Cross Society started the Community Based Health Programme (CBHP), under the sponsorship of the Swedish and British Red Cross Societies, through the International Federation of Red Cross and Red Crescent Societies. The project was planned to address those unmet needs through enabling NRCS branches to mobilise and work with people vulnerable to preventable diseases to adopt healthier lifestyles and to act to reduce their vulnerability at individual, family and community level. The National Society have trained 4-5 trainers in every State and the FCT under the Community Based Health Programme, using the Federation's Community First Aid syllabus and manuals. The ongoing programme activities are prioritised in accordance with ARCHI 2010, and volunteers will serve as core resources to reach the planned results. The use of local expertise and integration of activities with all levels of government and partners will secure and guarantee effectiveness and efficiency for the programmes. The programme is also intended to increase the effectiveness of the contribution the Nigerian Red Cross Society makes towards improving the health of the most vulnerable people.

Through the Community Based Health Programme, the Nigerian Red Cross Society will continue to establish and develop five community service units: Mothers Clubs, Peer Health Educators/Counsellors, Community First Aid and Emergency/Surveillance Teams, School Units and Prison Watsan Project (in cooperation with the ICRC). In addition to the CBHP activity, some branches will continue to run Community Based Health (CBH) clinics, blood donor recruitment, promotion and prevention of sickle cell anaemia, motherless babies homes and other environmental health activities such as tree planting and erosion reduction work.

Goal (s) To strengthen the capacities of 18 Branches to continue to strengthen the capacities of vulnerable people to improve their health with an emphasis on epidemics, STD/HIV/AIDS and Community Based First Aid; To develop CBHP in accordance with the African Red Cross and Red Crescent Societies Health Initiative for 2000-2010 (ARCHI 2010) and as a programme integrated with other core activities of NRCS. These efforts are expected to contribute to the disaster preparedness information enhancing Branch and volunteer capacities through a focus on health.

Objectives and Activities planned

Objective 1 To continue to contribute to improving maternal and child health and improve the development and general well being of women, children and their communities in six Branches each year through establishing 60 Mother's Clubs (M.C.) and maintaining contact with existing 100 M.C.

The activities related to this objective are:

- Zonal training and meeting of Mothers Clubs (M.C.) co-ordinators and facilitators. One M.C. co-ordinator per Branch and 1 from LGA.
- Mobilisation and training of 10 M.C. leaders per Branch each year in six selected Branches, organising and assisting them to establish 10 new Mothers Clubs and maintaining support to existing M.C.
- New and existing M.C. to engage with targeted communities on Health Education, with special focus on ARCHI 2010 key areas of intervention as relevant for each community.
- New and existing M.C. to actively promote immunisation of OPV III and of other NPI targeted diseases for children under five and amongst women of childbearing age, maintain monitoring and recording, and assist LGA Health authorities practically in mobilising and immunisation activities.

Objective 2 To improve the health awareness of young people through each year organising in 6 selected states a total of 60 Red Cross School Units (10 in each state) of 20 - 30 pupils and with 2 teachers to undertake First Aid, health education, hygiene and sanitation in their respective schools.

The activities in respect to this objective are:

- Zonal training / meeting with Branch School Units Co-ordinator and Training Officers (T.O.).
- Identification and selection of 10 School Units per Branch by the Branch T.O. and the School Principals / Heads as well as training of School Teachers / Instructors, 2 per school.
- Support to schools with health education materials, first aid kits and basic tools for environmental sanitation.
- Provide Branch support for State inter-school health competitions.

Objective 3 To contribute to Disaster Preparedness (D.P.) and better respond to epidemics through establishing an illness and disease information gathering system, utilising 30 D.P. and Emergency teams to be established each year.

The activities in respect to this objective are:

- Zonal training / meeting of Branch Health Advisers, D.P. Advisers and T.O. accordingly organising HQ and Branch database and monitoring on surveillance.
- Branch training of 5 D.P. Emergency Teams on epidemic surveillance in each of the 6 selected Branches.

Objective 4 To develop and strengthen the health programme managerial and technical capacity at National Headquarters and in 18 Branches through training and practical support through the year 2002.

The activities in respect to this objective are:

- Working visit and meetings with six selected Branches and (Government Ministries) with the programme proposal for discussion and agreement.
- Management training for Health Officer.
- Training of Branch Secretaries on management of Community Based Programmes.
- Revision and production of CBFA manual and IEC materials.
- Supply six Branches with motor cycles / vehicles each year.
- Biannual Task Force meeting and quarterly Health Sub Committee meeting.
- Collection and preparation of quarterly reports on Branch activities under the health programme.
- Follow up and monitoring visit to six selected Branches at least once per year.

Objective 5 Sharing of information and networking with government and other agencies in the health sector to ensure that the programme is responsive to change and maintains direction in accordance with ARCHI 2010.

The activities in respect to this objective are:

- Attendance/Participation at meetings and networking on ICC, EPR, IMCI, CDD with MOH, WHO, UNICEF and other partners monthly or quarterly.
- Participation at Regional Health / ARCHI 2010 training / meetings and exchange programmes annually.
- Some Branches will continue to run community based health clinics, motherless babies homes and blood donor recruitment.

Objective 6 To continue to carry out health education, support construction of 20 latrines and 8 wells each in six Branches affected by cholera.

The activities in respect to this objective are:

- Mobilisation, motivation and training of volunteers at community level to carry out health education, hygiene and sanitation activities in their various communities.
- Support Branches in identification and selection of sites, construction or rehabilitation of water wells in six cholera affected branches with collaboration of the authorities and communities each year.

Objective 7 To improve knowledge and understanding of STDs/HIV/AIDS infection and prevention amongst young people in 24 States in the age range of 9 to 30 years by the end of the year 2002 with a view to encouraging safer sexual behaviour.

The activities to achieve this objective are:

- Establish and obtain approval for a three module training and education programme, each of 45 minutes, and including one drama / puppeteer interactive module, to be the basis for HIV/AIDS/STDs education with young people.
- Liaise and negotiate with the Ministry of Education at Central and State level to promote inclusion of STD/HIV/AIDS education in the national curriculum and to have approval to the NRCS school activity.
- Production of supportive IEC materials for training and distribution.
- Production of general information material: pamphlets, posters, stickers, T-shirts, badges, and bulletins.
- Training of 24 Peer Educators Trainers per year to provide training and co-ordination capacity at Branch level.
- 110 Peer Educators to be trained in each of 12 Branches each year for education and information work with schools and colleges.
- 40 Peer Educator teams to carry out 960 STDs/HIV/AIDS 3 module classroom sessions with 40 students per session in 120 primary / secondary schools per Branch.
- 10 Peer Educator teams to carry out 240 sessions with 100 students per session in 60 colleges per Branch.
- Promote STDs/HIV/AIDS information and safer sexual practice through popular media work in 12 States each year.

Objective 8 To provide basic home care support for 7,000 people living with AIDS (PLWAs) in 12 States by the end of the year 2002. A total of 600 volunteers in 12 branches will be trained to give psychological support and educate the families of PLWAs on how to: manage simple infections, provide home care, have access to medical care and counselling.

The activities to achieve this objective are:

- 50 home based care volunteers in each of 6 states per year, trained on HIV/ AIDS/STD related hygiene, nutrition, skin problems diarrhoea, fever, cough, psychological support and referrals for medical care and counselling.
- Provide the volunteers with necessary organisation, management, support and resources for each volunteer to carry out 4 x 1 hour home visits monthly.
- Provide the volunteers with Basic FA kits and other materials for PLWA use in each of the six Branches.
- Hold quarterly Branch meetings for volunteers for experience exchange and training issues.
- Set up data base and reporting systems at Branch, Zonal and HQ level.

Objective 9 To provide counselling to HIV/AIDS patients, volunteers and NRC staff by 36 counsellors based at 3 Local Government Primary Health Care Centres, in each of 6 States.

The activities to achieve this objective are:

- Liaise with MoH on selection of staff from Primary Health Care Centres in Local Governmental areas for training as AIDS/HIV counsellors.
- Train 18 Counsellors (3 from each branch) for two weeks at national level in counselling and training of volunteers working with PLWA s.
- For the Counsellors to hold 6 HIV/AIDS/STD Branch seminars to introduce concepts and work to the Branch management, volunteers and Health/Welfare officials.
- Provide the Counsellors with IEC material, condoms and FA kits.
- Provide management and administrative support to the 18 counsellors including travel and subsistence, allowances, RC uniforms and work kits.

Objective 10 Enhance the NRCS capacity in providing HIV/AIDS prevention and support through training, deployment and resourcing of 6 Zonal project officers to give technical, monitoring and management support to the 24 State Branches' staff and volunteers engaged in project implementation.

The activities to achieve this objective are:

- 6 Zonal Officers to be contracted for two years full time to supervise the project activities in 2 branches each.
- The Zonal Officers will be trained in connection with training for Peer Educators' and Counsellors' training.
- The Zonal Officers are supposed to organise training and seminars for Branch staff, trainers and volunteers.

Expected results

- M.C. Co-ordinators at Branch level and facilitators at LGA level selected and trained.
- M.C. leaders at community/district levels identified and trained.
- Increased Red Cross health activities and impact in targeted communities in accordance with ARCHI 2010 recommendations.
- Increased social mobilisation and immunisation coverage in targeted communities.
- School Units Co-ordinators and Branch T.O. mobilised and trained to carry out School Unit activities.
- Increased number of Red Cross School Units with increased health education and First Aid activities in schools.
- Epidemic surveillance data base available at Branch and Headquarters.
- An established reliable system for reporting cholera, meningitis, measles, yellow fever and other epidemic diseases from communities to Headquarters.
- Trainers on Peer Education mobilised and trained on STD, HIV/AIDS in targeted Branches.
- Youth Peer Education on STD, HIV/AIDS conducted by Red Cross volunteers.
- Promote adolescent reproductive health, safer and protected sex among youths.
- Increased regional network and collaboration with other NGOs.
- Improved management and technical capacity at Headquarters.
- Branch programme management developed with Secretaries trained in CBHP management.
- Revised CBFA manual and IEC materials produced and in use.
- Improved follow up monitoring and supervision of Branch health activities at Branch level.
- Strengthen Headquarters - branch activities and cooperation.
- Increased support and co-operation with government, International Agencies and NGOs.
- Increased regional co-operation and consistency with ARCHI 2010 recommendations.
- Continued recruitment of volunteers at community level to carry out health education, hygiene and sanitation activities.
- Improved access to safe water and basic sanitation cholera affected Branches.
- Training modules with supporting materials will have been used successfully in peer education by 48 Peer Educator / Co-ordinators. 2,640 Peer Educators will have actively influenced a change in attitude of some of the 1.5 million young people towards safer sexual behaviour and general understanding of STD/ HIV/AIDS.
- 600 trained volunteers will have worked in 12 States and provided home visits to improve the quality of life of 7,000 PLWAs through psychological and practical support.
- 36 trained and resourced counsellors based in Primary Health Centres will have counselled HIV/AIDS patients, as well as having given pre and post test voluntary counselling to referred students and RC volunteers.
- Each of the 6 Zonal Officers will have provided technical and management advice, monitoring, and motivational support to the 24 Branches staff and volunteers implementing the project to achieve the desired and planned results.
- National Headquarters will have improved monitoring and reporting operating systems in place and Branches will have improved project management and accountability.

Indicators

- M.C. Co-ordinators and 20 M.C. Facilitators selected and trained.
- 60 M.C. mobilised and trained.
- Registered list of trained School Units Co-ordinators.
- Registered list of volunteers from 10 Schools per Branch.
- Registered list of Youth Clubs and Peer Educators.
- Health Officer attend management training.
- Assistant Health Officer took post.
- Revised CBFA and IEC materials produced.
- Number of Branches supported with motorbikes.
- Monthly and quarterly reports at Headquarters and Branches.
- Number of latrines and water well constructed in the communities.
- A letter of approval from the Ministry of Education for the NRCS STD/HIV/AIDS awareness campaign to be implemented in schools and colleges and inclusion of STD/HIV/AIDS health education on the school curriculum.
- Copies of IEC material and distribution details.
- Records of peer educators trained with Quarterly Branch and monitoring reports of work carried out.
- Analysis of pre and post session questionnaires completed by students indicating degree of change of understanding and attitude.

- Records of home based care volunteers trained with Quarterly Branch and monitoring reports of work carried out.
- Selective monitoring reports from visits to determine benefit to PLWAs and their relatives.
- Records of counsellors trained and based at Primary Health Care Centres.
- Reports from counsellors giving numbers of patients and other referrals counselled.
- Independent monitoring visit reports on counsellor activity.
- Zonal Officers monthly reports of activity and project progress.

Critical assumptions

That the social and political situation in the country remains stable and no major disasters or epidemics occur which would draw the NS resources away from the project. Funding of the project and level of staff capacity is maintained.

Monitoring and Evaluation arrangements

The NRCS Secretary General will have the ultimate responsibility ensuring the success of the program which will be administered on a day to day basis by the National Health Officer, supported by the Federation Health Delegate. At Branch level, the Branch Secretary will be in charge of the programme. Financial monitoring will be shared between the Federation Delegation and the NRCS using the Working Advance system to provide full audited accounts. There will be a system of Monthly Field Reports and the NRCS and the Federation will provide Project Quarterly narrative and financial reports. Branch trainers/co-ordinators monitor the peer education activities of volunteers at the Branch level through on the spot visits, analysis of completed pre / post activity questionnaires and provide reports to the Branch and Zonal Officer accordingly. Zonal Officers will carry out regular project monitoring visits to Branches and provide comprehensive and analytical reports to the NHQ Health Officers. NHQ Officers together with the Federation delegates will carry out at least 4 monitoring and evaluation visits to each of the participating State Branches per year and provide monthly reports to NRCS and Federation Delegation senior management. Branch Trainers/Co-ordinators will selectively accompany volunteers on home visits, to monitor their work and include findings in their monthly activity reports to the Branch and Zonal Officers. Zonal Officers will carry out Branch visits to monitor Counsellors work and compile summary on number of clients counselled and ensure that confidential records of counselling are maintained. Zonal Officers will report to Health Officers at NHQ who in turn report to senior NRCS management. Copies of reports to be shared with Federation Delegation. There will be a process of ongoing evaluation of the project by the NRCS Secretary General and the Federation Delegation. It is planned that at the end of each year a complete review of the project will be undertaken and this will involve the NRCS management, NRCS Health Advisory Subcommittee, the Federation Delegation, Government and NGO representatives, donor and beneficiary representatives.

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3. Institutional & Resource Development

Background and progress to date

The Country Assistance Strategy for Nigeria, based on the updated NRCS Strategic Plan for 2001 - 2003, has as one of its stated goals: “to develop the capacity of the National Headquarters and Branches to be a well-functioning National Society and in particular to run more effective programmes and provide a better and more professional service through its Community Based Health and Disaster Preparedness and Relief Response programmes”.

During the years 1998 to 2000 the NRCS has had support for capacity building through the Tripartite Project supported by partners from the National Societies and governments of the UK, Sweden and Canada. Technical support has been provided by the Federation Regional and Country Delegations and the ICRC Mission. Over the past two years with the Tripartite Project support, the NRCS has gone through major change. The Branch network has been re-established with properly constituted and elected Executive Committees. The division between the roles of governance and management has been well defined so that the problems of dominance and ownership are greatly reduced. The organisational structures and systems have been further developed to improve delivery of programme services and respond more effectively to disasters. Salary support and training of Branch Secretaries during 1999 /2000 has been important. There has been an increase in the number of key HQ management staff from 7 to 8. The employment of a Fund-raising Officer, and with an active Fund-raising Committee at work, will soon start producing local income. Appointments in the positions of Health, Training (Commercial First Aid) and Accounts are being made. Salaries of NS staff have been increased by 50 % but still fall well below a 1994 Report recommendations.

The major problems have been largely of scale; the size, population and levels of poverty of the country. With state branches serving an average of 5.5 million people, the organisation and resources needed per branch exceed that of many total National Society commitments. It has been found that with the limited HQ technical and material support, it is not possible to achieve the required levels of branch performance throughout the country. During the year 2000 the strategy was adjusted to give more intensive support to 12 Branches per year, selected on the basis of greatest need, with more basic support given to the remainder 25 Branches. The strategy is consistent with the implementation of Health and DP and Relief programmes in each of 6 Branches per year. This strategy is to continue for 2001 -2002 so that by 2002 all 37 Branches will benefit from focussed assistance. Because of the time, travel and communications problems experienced it is realised that a second tier of technical, administrative, monitoring and operational support to branches will need to be provided. It is proposed that in 2001 two officers will be contracted with responsibility in each of the 6 government zones of the country for the programmes of Health and DP and Response. This will represent a decentralised approach to institutional development through more localised technical, administrative and monitoring branch support.

Another major problem encountered has been the shortage of existing resources and funding both from external and locally generated sources. This has slowed down the pace of development and ultimately performance. A new Country Assistance Strategy will be developed by the Federation and NRCS with the ICRC, UNHCR, partner National Societies, UN and others. The work of developing Branches to properly function organisationally and to generate local finance for their activities has been slower than envisaged.

The financial accounting and management systems have proved inadequate to the increased programme activity of the Society. Results based programming has been introduced however, much needs to be done in terms of staff training and systems of management to increase performance and accountability. The standards of accountability and performance set by the Society itself, and in line with those of the Movement and other stakeholders, are in advance of standards for much of the commercial and public sector in Nigeria. The NRCS request assistance of the Regional and Country Delegations so that they can achieve the standards set.

Goal To reduce suffering of vulnerable people in Nigeria by further development of the organisation and capacity of NRCS so that it can deliver effective, planned and sustainable services and programmes which are responsive to the expressed needs of vulnerable people

Objectives and Activities planned

Objective 1 To further develop good governance understanding and apply the concept towards the goal of operating as a well functioning National Society and to finalise revisions to the Constitution.

The activities to achieve this objective are:

- To organise a National Meeting of Branch Chairmen and National Council for training and discussion on governance, constitutional issues and strategic planning.
- To organise and hold an extraordinary meeting of the Central Council during each of the years 2001 and 2002 for revision of the Constitution, emblem discussions, and agreements with ICRC and the Federation.
- To print and circulate the revised Constitution and basic principles of governance and management.

Objective 2 To specifically increase the organisational and management capacity to agreed levels of performance for 12 branches per year to operate systems of project management including accounting, reporting, volunteer supervision, and public relations and pursuit proposals for State Government subvention or Corporate funding.

The activities to achieve this objective are:

- The Branch Liaison Officer to give on-the-job training and follow-up support to 12 Branch Secretaries per year in programme accounting, reporting, volunteer supervision and associated public relations activity.
- Provide financial assistance to 12 Branches per year for upgrading of premises and office facilities.
- The Branch Liaison Officer to give specific support to 12 Branches per year to meet with Branch Executive Committees to assist them with in developing and submitting funding proposals to State Government and identified potential corporate donors.

Objective 3 To upgrade the system of financial management and information at HQ, initially in manual form for the year 2001 and then in computer form during 2002.

The activities to achieve this objective are:

- To carry out an evaluation of the existing systems and upgrade them so as to provide a manual system of programme budgetary cash control, income and expenditure journals, and consolidated monthly statement of accounts for management information.
- Revise the format of annual statement of accounts to reflect costs relevant to activities, and following audit prepare them for Annual Report publication and circulation.
- Provide project financial management training to all programme officers.
- Establish a system of fund-raising accounting to analyse costs versus income, provide audit trail facility with separate bank a/c and allocation and accountability regulations, receipting and reporting.
- Provide on-the-job and course training to the NRCS Accountant.

Objective 4 To generate local fund-raising income for the year 2001 from fund-raising events and appeals, commercial first aid and sale of memorabilia and to develop a business plan for rental income from property development to be produced and implemented.

The activities to achieve this objective are:

- The Fund-raising Officer to make written appeals for assistance twice per year to all potential donors to the NRCS from a researched and established computerised data base of not less than 500 major corporations and individuals within Nigeria.
- To develop personal follow-up contact by visit or telephone with at least 100 major new potential donors per year and maintain contact and motivation with all actual or responding donors through acknowledgement and reporting on mony received.
- To organise one major national fund-raising event each year.
- To develop a business plan for generating rental income from existing NRCS property.
- To establish a disaster relief media information and appeal system to seek publicity and support for relief operations.

- The Training Officer (Commercial First Aid) to give First Aid TOT training to two Training Officers from each Branch, advise Branches on developing commercial FA activity, establish with NS Accountant the system of accountability, maintain quality control and system of creditation.
- The Fundraising Officer to visit the 12 target Branches to give fundraising advice and support.

Objective 5 To maintain and improve the capacity of all Branch Secretaries to carry out the basic functions of Chief Executive according to their job descriptions and the Branch Manual. All Branch Secretaries to generate funds for Branch core costs as a minimum, maintain proper books of accounts, provide quarterly Branch Activity reports, and organise active volunteer and membership recruitment.

The activities to achieve this objective are:

- To update the Branch Manual and carry out a national training with Branch Secretaries once per year on implementation.
- To monitor Branch activity, fund-raising, accounting and reporting, volunteer and membership recruitment through maintenance of Branch database and follow up as necessary.
- Provide Branch Secretary salary support during 2001 for 50% of salary cost subject to conditionality on reporting and activity.
- Give recruitment and organisational advice and support for establishing an active youth movement at each of 12 Branches per year so that each can organise at least 5 youth clubs.
- Evaluate the present membership recruitment and retention strategies and provide Branches with recruitment material and advice to increase membership by 50% over the two years to 2002.

Expected results

Branch Executive Committee Chairmen will all have been well informed on, and actively engaged in, their governance and constitutional roles. The NS Constitution will have been revised, approved and disseminated. Unity and shared vision of NRCS will have been improved. A total of 36 Branches (12 from year 2000) will have developed capacity to; manage projects, engage in activities and to generate local funds. The Society will have modern systems of financial management and information and with accepted standards of transparency and accountability to stakeholders. The NRCS will have achieved a solid foundation of local fund-raising support for its operational costs and activities of at least \$150,000 per year. Commercial First Aid will be an established core and profitable activity of the NRCS. All Branches will have Branch Secretaries who have been given the necessary skills to perform their duties and according to Branch Manuals and Job Descriptions. They will have at least generated funds for the Branch activity core costs. Branches will have a strong membership base. There will be an organised youth presence in participating Branches to give new impetus to the Branch activities. Volunteer recruitment, activity and management will be enhanced.

Indicators

The number of Branch Executive Committees which are not fully meeting their governance and constitutional obligations will have reduced to less than 4 as confirmed from the branch monitoring data base. Health and DP and Relief Programme reports will give branch by branch analysis of results achieved which will indicate the degree of success by branches in managing their projects and in fund-raising for the specific programme activities. Books of accounts, monthly consolidated statements, published circulated financial statements and general up-to-date accounting will all be indicators of achievement. Published accounts of income generated will be generated , and quarterly financial and narrative reports of Branch activity and fund-raising as well as Branch monitoring reports will indicate if Branch Secretaries are performing their duties. Quality reports and publicity on youth activity will be produced.

Critical assumptions

- That there is not an escalation of inter religious, ethnic group or political clashes which would inevitably draw the resources of NRCS and the Federation Delegation away from institutional development and into relief work.
- That the supportive National Society partners who have assisted NRCS in the past will extend their commitment or new partners will be encouraged to assist in the process of change and development over the next two crucial years.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Branch development monitoring will largely be the responsibility of the Branch Liaison Officer who will draw on Branch Quarterly and Programme Officer reports. Programme and senior management staff together with the Branch Development and Health delegates will also contribute to the monitoring of the programme through practical branch work.
- The NRCS accountant will be responsible for financial monitoring of the programme. The Finance and Administrative delegate of the Federation Delegation will also be responsible for financial monitoring of all programme expenditure.
- Evaluation of the programme will be carried out in the following ways.
- The NRCS Secretary General will together with the Head of Federation Delegation evaluate the programme on an ongoing basis but with planned strategy and impact reviews to be carried out at six monthly intervals.
- Partner National Societies and/or Secretariat Desk Officers will be invited to carry out evaluations annually during visits to the country.

4. Co-ordination & Management

Background and progress to date

The presence of the Country Delegation has been instrumental in giving the necessary technical and managerial assistance to the NRCS to develop its capacity in programme operation and management through the implementation of; the Tripartite Project, which ended in June 2000, the Community Based Health Programme (CBHP), and the Disaster Preparedness and Relief response programme. Re-establishing the Branch network with properly constituted and elected Executive Committees, defining the separation of governance and management, programme and financial management, Branch development, relief operations, and development of local fund-raising have been the major areas of CD input and support.

The financial accounting and management systems have proved inadequate to the increased programme activity of the Society and will need to be upgraded. Results based programming has been introduced however, much needs to be done in terms of staff training and systems of management if increased levels of performance and accountability necessary are to be achieved. NRCS is in the process of change and development which started with the Tripartite Project. Expansion of the Society's activity is planned to include HIV/Aids, Polio Eradication, Water and Sanitation while improving performance and development of its CBHP and DP and Relief response capacity alongside Branch development. The standards of accountability and performance set by the Society itself, and in line with those of the Movement and donors/partners to which it relates, are in advance of standards for much of the commercial and public sector in Nigeria. The NRCS request technical assistance from the Regional and Country Delegations so that they can achieve the standards set. It is therefore proposed to give the close support which a CD provides for a limited period of 3 years.

Goal(s) The NRCS will develop acceptable standards of technical competence, efficiency, accountability, transparency, and results based operational performance so that it can deliver effective, planned and sustainable services and programmes which are responsive to the expressed needs of vulnerable people. That NRCS fulfils the criteria of a well functioning National Society. That the NRCS has a Country Assistance Strategy which is well understood and has commitment from its RC/RC, ICRC, Government and UN operational and funding partners.

Objectives and Activities planned

Objective 1 NRCS to have annually revised and agreed its revolving 3 Year Strategic Plan consistent with the priorities and strategies of Federation Strategy 2010, programme proposals and budgets and achieves optimum levels of funding so that by the end of 2003 the NS will be able to continue the process without external technical assistance.

The activities to achieve this objective are:

- Federation Head of Delegation, with Regional Delegation and Secretariat assistance, to give technical assistance on strategic and programme planning from conception to finished written documentation.
- Finance delegate to give budgetary advice.

Objective 2 NRCS Programme Officers to have enhanced their management skills and performance so that each officer plans, implements, financially controls, monitors, and provides analytical reports on their programmes. During 2001 to develop results based implementation and reporting systems.

The activities to achieve this objective are:

- HOD to give overall programme co-ordination management and support to the Secretary General. HOD to give technical support and advice to the National Emergencies Officer and co-ordinate international relief operation support for Federation funded operations. HOD to liaise with ICRC for emergency response and relief operations.

- Health delegate to give technical advice and support to the National Health Officers and Zonal Health Officers on programme implementation, policy drafting, monitoring and control, management and reporting.
- Branch Development delegate to give technical advice and support to the Branch Liaison Officer and to Programme Officers generally on Branch organisation and activity.
- Finance and Administrative delegate to work with NS Accountant to give programme financial management, training and advice to all Programme Officers.

Objective 3 NRCS to have a revised, approved and disseminated Constitution by the end of 2001.

The activities to achieve this objective are:

- HOD to work with the SG on the Constitution revision process and subsequently on the approval process with ICRC and the Federation.
- HOD to assist in the organisation of a National Conference of Branch Chairmen and Central Governance to deal with; differentiation of roles of governance and management, revision of the Constitution and agreement on Strategic Plan.

Objective 4 NRCS to have revised its staffing levels, organigram, job descriptions, and reporting systems by 2001. The 6 Zonal system of programme support has been successfully established during 2001.

The activities to achieve this objective are, recognising that the human resources issues are the responsibility of the NS the HOD, to respond to requests for assistance and advice if required from the Secretary General.

Objective 5 12 Branches per year are monitored and supported in all aspects pertaining to the operation of a well functioning National Society with the aim of developing sustainable core activities at local level and contributing to the National support costs. By the end of 2003 all Branches to have benefited from institutional development aligned to programme implementation (Health, DP and/or Youth). The activities to achieve this objective are Branch Development delegate to work with Branch Liaison Officer and Programme Officers on all matters concerning branch development, organisation and operation.

Objective 6 NRCS to have in place;- a system of auditable and computerised accounting. To have produced an Annual Financial report which gives maximum transparency and reflects detailed activity costs.

The activities to achieve this objective are:

- FAD to work with NS Accountant on the introduction and maintenance of a revised and computerised system of accounting.
- HOD to liaise with SG to ensure that the proposed system is consistent with requirements.
- FAD to assist NS Accountant to produce annual Financial Statement of Accounts which provides for maximum transparency.

Objective 7 NRCS to have central local fund-raising or income generation capacity of \$150,000 per year by the end of 2002. The activities to achieve this objective are HOD and FAD to give or source technical support and advice to the Fund-raising Assistant Director and in consultation with the SG.

Objective 8 HOD to develop an agreed Country Assistance Strategy in co-operation with the NRCS, ICRC, partner National Societies, Government and UN agencies involved.

The activities to achieve this objective are:

- HOD together with the SG to draft discussion document in Country Assistance Strategy format for sharing with all partners.
- HOD to co-ordinate communication of input to the CAS and organise a meeting of interested and involved partners to collectively agree the Country Assistance Strategy with the NRCS.
- HOD to submit the CAS to the Regional Delegation for their approval and inclusion in their Regional Assistance Strategy.

Expected results

- The NRCS will have the capacity to develop strategy and programme proposals and budgets without external technical assistance.
- NRCS will have Programme Officers capable of planning, implementing, controlling and reporting their programmes with a results based approach and without external technical support by the year 2003. Management information systems and policies will be in place by the end of 2002.
- NRCS will have an up-to-date Constitution in place by the end of 2001 which is well understood and applied to ensure organisation unity and legality.
- NRCS will have an appropriate and sustainable level of staffing and with an efficient organisational structure.
- Over the period of 3 years all Branches will have received professional advice and support to enable them to perform and operate effectively and sustainably.
- NRCS will have a nationally and internationally accepted system of reliable and transparent accounting in place which will make direct grant making more attractive and possible.
- NRCS will have substantially reduced its dependence on external funding for core costs and at least by the amount of \$150,000 per year by the end of 2002.
- Donor and operational partners, actual and potential, will have a Country Assistance Strategy for NRCS which will be the agreed basis for their current and future support.

Indicators

- Programmes, Plans and Budgets produced by NRCS will have little or no editing needed prior to approval and circulation. Policies or Guidelines will be in approved printed format and be widely available.
- A monthly Financial Statement for Federation funded programmes will available from NRCS.
- Circulated revised and approved Constitution.
- Revised Organigram.
- Branch Quarterly activity reports.
- Financial Programme Statements generated by NRCS and Annual Report Statement of Accounts.
- Annual Fund-raising report.
- Approved Country Assistance Strategy document.

Critical assumptions

- Security permits focus on outlined activities.
- Continued and improved donor support.
- That experienced and skilled delegates are deployed to ensure the level of support needed.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The HOD will be responsible for general monitoring by checking written reports against programme activity and through staff management meetings, visits to Branches and delegate feedback on their monitoring activity. This will include matching of financial expenditure against reported activity and developments. Verification of stated programme results will be closely monitored.
- Regional Delegation, Partner National Society and Geneva Secretariat working visits will all contribute to monitoring and evaluation of the programme.
- The Programme Working Advance system to the NS will be operated by the FAD with HOD oversight and this provides tight financial control.

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DELEGATION: NIGERIA					
PROGRAMME	DP	Health & services	IDRD	Coord. & mgt	TOTAL
Shelter & construction	29,793	80,000	0	0	109,793
Clothing & textiles	24,000	0	0	0	24,000
Food & seeds	0	0	0	0	0
Water	0	0	0	0	0
Medical & first aid	10,833	63,015	16,667	0	90,515
Teaching materials	0	6,908	3,333	0	10,241
Utensils & tools	81,000	0	5,000	0	86,000
Other relief supplies	36,333	50,001	0	10,000	96,334
Sub total supplies	181,959	199,924	25,000	10,000	416,883
Land & Buildings	0	0	0	0	0
Vehicles	66,000	86,000	0	0	152,000
Computers & telecom	11,167	25,000	15,089	16,500	67,756
Medical equipment	0	0	0	0	0
Other capital expenses	30,000	9,333	5,316	1,200	45,849
Sub total capital	107,167	120,333	20,405	17,700	265,605
Programme management	52,267	281,349	35,205	17,883	386,703
Technical services	15,646	41,009	10,538	5,353	72,546
Professional services	17,351	45,478	11,687	5,937	80,453
Sub total programme support	85,264	367,836	57,430	29,172	539,703
Transport & storage	41,970	94,503	27,080	17,032	180,585
Personnel (delegates & expatriates)	129,182	135,048	142,757	126,817	533,804
Personnel (local staff)	61,670	285,306	75,753	19,943	442,672
Sub total personnel	190,852	420,354	218,510	146,760	976,476
Travel & related expenses	20,814	170,477	21,947	10,160	223,398
Information expenses	3,877	513,380	16,958	550	534,765
Expert fees	0	27,600	2,500	1,000	31,100
Admin. - general expenses	23,033	44,280	56,873	32,830	157,016
Training workshops / seminars	120,192	217,315	75,391	0	412,898
Sub total travel, training, general exp.	167,916	973,052	173,669	44,540	1,359,177
Total budget	775,128	2,176,002	522,094	265,204	3,738,429