

# Appeal 2001-2002

 International Federation  
of Red Cross and Red Crescent Societies

## Angola (Appeal 01.21/2001)

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

	<i>In CHF</i>
1. Disaster Preparedness	195,338
2. Health and Care	291,367
3. Institutional and Resource Development	721,278
4. Coordination & Management	137,640
<b>Total</b>	<b>1,345,624</b>



## Introduction

### National Context and National Society Priorities

The ICRC is lead agency for the Red Cross and Red Crescent Movement in Angola, while the Federation has the lead role in the development of the National Society. The Federation has been operating in Angola since 1981. Following a Strategic Planning Meeting in May 1996, the Angola Red Cross (ARC) and the Federation shifted the main strategy from relief to rehabilitation through the implementation of a 3 year (1997-1999) Integrated Community Health and Development Programme (ICHDP). Due to the ongoing conflict in Angola, the Federation and ARC revised their programme at the beginning of 1999. The programme is now restricted to Benguela, Cuanza Sul, Cuanza Norte and Luanda provinces, considered safe for operational purposes. The Federation continued to support the 11 Health Posts functioning in these provinces, maintained and consolidated its strategy of rehabilitation and development through the ICHDP in support of health needs, and continued the Mine Awareness Programme in Cunene and extended it to Benguela province.

The ICDHP concept is based on project delegations working in specific geographic areas aimed at strengthening the ARC at headquarters and particularly at provincial levels through the implementation of an expanded Community Based Health Programme consisting of the development of basic health facilities and the promotion of community based and preventative health care reinforced by an emergency water/sanitation project through local health posts. The ICHDP also included Institutional/Resource Development, Training and Mines Awareness which formed the major component of ARC's disaster preparedness programme. The programme began in January 1997 when there was optimism in the country and the international community that peace and stability in Angola would be realised.

A mid-term review of the ICHDP was conducted in March 1998 focusing on health, institutional development and training at central and provincial levels. Although the review was largely positive areas were identified which required improvement and these included: the development of the governance of the ARC which was initially addressed by the convening of the General Assembly in July, 1998, the use of baseline studies for community health

operations endorsed by a midterm evaluation of the Community Health Programme conducted in Benguela in 1998 which found that base line data was essential to monitor the programme and identification of the needs, improved methods of health post operations and the clarification of job descriptions for health workers and ARC staff.

The long-term priority for the Federation is to strengthen the capacity of the ARC at headquarters and at provincial branch levels in order to deliver assistance to the vulnerable through well planned and appropriate Health and Mine Awareness Education activities. The strategy for the year 2000 and beyond is centred on the ICHDP which aims to deliver curative and preventative health services through ARC health posts in. The programme targets both the vulnerable and builds the capacity of the National Society. To achieve and lend support to these objectives, the Federation will also focus on institutional development and coordination and management.

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# 1. Disaster Preparedness

## Mine Awareness Education Programme (MAEP)

### Background and progress to date

Since Angola gained its independence from Portugal in 1975, it has suffered almost constant conflict and civil war. The Lusaka Peace Accord signed in 1994 helped the country to move into a post-war phase of rehabilitation and development, and the formation of the United Government of National Reconciliation in April 1997 gave rise to unprecedented optimism that there would be a sustainable peace in Angola. However, the peace process came to a grinding halt in May 1998 and fighting between the warring factions has now increased dramatically such that the country has once again been plunged into a full scale civil war as the Angolan government and UNITA engage in direct conflict in key areas of the country.

The agricultural sector continues to suffer with millions of landmines denying arable land for cultivation. The numbers of mines and unexploded ordnance (UXOs) in Angola are estimated to be between 10 to 15 million. Despite the fact that Angola signed the Ottawa treaty to ban antipersonnel mines on 4 December, 1998 there is still a need for ratification.

At the beginning of 1998 there were approximately 100,000 (1% of the total population) mine victims of which 35% were children. Most injuries and accidents occur in the rural area when the people are on their way to the field to cultivate, pick fruit or gather wood. In addition, many are travelling in an attempt to find and help their families who have fled the ongoing conflict resulting their greater exposure to the dangers of mines.

Although government support to education remains low, the Ministry of Education with the National Institute for the Removal of Mines and Unexploded Objects (INAROE) are committed to implementing mines awareness programmes in the school curriculum with the support of the International community. INAROE has requested Organisations involved in mines awareness programmes to continue with their activities in areas where the security allows

The long term priority of the Federation is to strengthen the ARC at headquarters and at provincial levels so that the National Society can assist the vulnerable through well planned and appropriate programmes and activities. Federation strategy for the year 2000 and beyond is centred on health through accessible, existing and functioning ARC Health Posts in Benguela, Cuanza Sul, Cuanza Norte and Luanda, and mines awareness education in Benguela and Cunene. The intention being to support ARC activities in these areas to provide valuable and necessary assistance to vulnerable persons and communities in Angola, and at the same time building capacity within the National Society.

The ongoing MAEP reinforces the linkages between ARC provincial delegations and the ARC HQ to facilitate capacity building and targets vulnerable communities including school children through the work of trained volunteer instructors, traditional leaders, and teachers in mines awareness who continue to play a key and important role in teaching men, women and children about the dangers of mines and UXOs.

The MAEP co-ordinates all its activities with INAROE, government institutions at provincial and municipal level, UNICEF, Norwegian Peoples Aid (NPA), Handicap International (HI), Halo Trust and Mines Advisory Group (MAG). ARC MAEP instructors shares all information regarding mines discovered by the communities in which they work to these organisations.

At provincial level, the ARC attend monthly meetings with government authorities and demining organisations to plan priorities for demining and mine awareness activities in the coming month.

At central level, the ARC participates in monthly meetings convened by INAROE, and attended by all organisations involved in demining and mines awareness, to report on its activities and share relevant information.

The training of new ARC volunteer instructors in Mines Awareness follows the model set by INAROE the government body tasked with co-ordinating demining and mines awareness activities throughout the country which aims to have a standardised programme in accordance with Angolan culture and traditions.

Training courses include inputs from both INAROE and the main NGOs involved in demining, NPA and MAG. Each instructor is a part of team of 3 instructors who carry out their work together. Each team holds 3 training sessions per week with community groups within their municipality of operation. These teams report directly to ARC Provincial Co-ordinators who guide and monitor their work, and in turn report on monthly MAEP activities in their province to the ARC Disaster Preparedness (MAEP) co-ordinator based in the ARC Headquarters identified as the counterpart to the Federation's MAEP co-ordinator.

In 1999 all senior ARC staff attended a meeting in Benguela to evaluate the MAEP and to discuss aims and objectives for 2000/2001. Following this meeting a proposal was drafted and submitted to the Federation for support.

During 1999, both ARC's Cunene and Benguela MAEP offices were rehabilitated, and in 2000 a new office for the programme at ARC Head quarters was organised and a new computer installed so that a data bank for the project can be established with the assistance of the regional delegate based in Harare for the LISN project. The MAEP provided instruction to over 73,000 and 22,000 people in 1999 and in the first 5 months of 2000 respectively in Cunene and Benguela provinces how to avoid, identify, mark and report the presence of antipersonnel mines. By July 2000, a total of 244 instructors, including traditional leaders in Benguela and teachers in Cunene have been trained. The training of teachers is in support of the Ministry of Education's initiative to introduce mines awareness education into the curriculum of 5 pilot schools in Cunene province to ensure that there is a standardised programme which is in accordance with Angolan culture and traditions. By the end of 1999 it was reported that these teachers have been able to train 1,225 students. UNICEF have supported this activity by providing various educational materials.

During the first half of 2000 a serious lack of funding resulting in the temporary suspension of certain planned programme activities including the purchase of dissemination materials, training kits for instructors, first aid kits and logistic support and the non replacement of the outgoing Federation Programme co-ordinator in March significantly affected the programme and morale of the instructors and volunteers.

Despite a lack of funding it was clear that ARC had sufficient capacity to continue to undertake training and dissemination activities and report on these activities together with their achievements with minimum Federation support.

The MAEP targets ARC staff at provincial and central levels, 250 Red Cross volunteers and 50,000 vulnerable including school children in the target provinces.

**Goal** To reduce the number and alleviate the suffering of mine accident victims through trained ARC volunteer instructors in at least two provinces (Cunene and Benguela).

## **Objectives and Activities planned**

**Objective 1** To assist the ARC in the strengthening and improvement of the National Society's Mines Awareness Education capacity at central and provincial level through human resource development and capacity building by the end of 2002.

Activities to achieve objective 1 are:

- To strengthen the capacity of the ARC MAEP staff and volunteers at HQ and provincial levels.
- To train ARC MAEP staff in essential and basic computer skills.
- To develop a MAEP summary report format based on monthly reports of instructors.

- To train ARC training department staff in Mines Awareness with INAROE.
- To train ARC MAEP staff in English language.
- To train the ARC MAEP co-ordinator and provincial ARC MAEP co-ordinators in finance, logistics and programme administration.
- To develop publicity activities (e.g. exhibitions of MAEP instructors at work; supply of custom designed MAEP merchandise such as hats and T shirts; creation and circulation of 3 monthly programme information journal).
- To provide the necessary cash or material incentives to personnel associated with the ARC MAEP.

**Objective 2** To assist the ARC to increase the number of people, including school children taught the dangers of mines and UXOs by 100%, and how they can avoid mine accidents and injuries, and to ensure that instructors are provided with the necessary first aid skills to assist mines victims in Benguela and Cunene provinces by the end of 2002

Activities to achieve objective 2 are:

1. To procure and purchase necessary materials and equipment
2. To continue the MAEP in selected communities and schools
3. To conduct one refresher course in mines awareness for traditional leaders in each province of operation.
4. To conduct one refresher course for MAEP volunteer instructors 6 months after the start of their activities.
5. To train at least one member of each of the MAEP teams in First Aid.
6. To procure First aid kits as per agreed specifications.

**Objective 3** To assist the ARC in expanding the programme to other areas as appropriate by the end of 2002.

Activities to achieve objective 3 are:

- To assess the need for an ARC Mines Awareness Education Programme in other the war torn provinces and cities of Angola.

## **Expected results**

The expected results of objective 1 are:

- ARC staff and volunteers are better able to undertake their roles and responsibilities in the MAEP, and ARC have the independent capacity to continue and increase their contribution to the National Mines Awareness programme and so help to reduce the number of mine accidents in Angola.
- ARC MAEP staff are trained in essential computer skills to ensure effective utilisation and updating of data base so that key mines awareness data, (e.g. numbers sensitised by instructors, numbers of mines accident victims per month), will be readily available for inclusion in ARC reports and allow for simple, comparative analysis of the impact of the programme. Database information will be shared with other organisations involved in mines awareness and demining.
- A MAEP summary report format developed based on monthly reports of instructors.
- ARC training department staff trained in Mines Awareness with INAROE so that they can provide this component in future ARC training courses for ARC MAEP instructors.
- ARC MAEP staff trained in English language to facilitate liaison with international organisations on funding and other programme issues.
- ARC MAEP co-ordinator and provincial ARC MAEP co-ordinators trained in finance, logistics and programme administration to ensure that ARC will be able to manage the future running of the programme.
- Publicity activities developed with a view to ensuring future funding for the programme and to increase ARCs profile vis-à-vis mine issues and its role in advocacy, particularly regarding Angolan ratification of the Ottawa treaty. As a consequence of ARCs higher profile it will possess a stronger and widely listened to voice on mines issues in Angola.
- The necessary cash or material incentives provided to personnel associated with the ARC MAEP to ensure the effective and efficient implementation of the programme in the target areas.

The expected results of objective 2 are:

- Necessary materials and equipment procured and purchased.
- At least 50,000 people and school children taught about the dangers of mines and UXOs and how to avoid mine accidents and injuries.

- One refresher course in mines awareness for traditional leaders conducted in each province of operation.
- One refresher course for MAEP volunteer instructors conducted 6 months after the start of their activities.
- At least one member of each of the MAEP team trained in First Aid so that each nucleus of MAEP instructors will have the capacity to render first aid assistance to mine victims as necessary.
- First aid kits procured as per agreed specifications.

The expected results of objective 3 are:

- The need for a ARC MAEP in other war torn provinces and cities assessed.

### **Indicators**

- Trained ARC Staff, volunteer instructors, traditional leaders and school teachers with the capacity and ability to undertake and implement the MAEP effectively and independently verified through the monthly reports submitted by the ARC to the Federation.
- At least 50,000 people including school children in Benguela and Cunene provinces taught by MAEP volunteer instructors, traditional leaders and school teachers the dangers of mines and how to avoid accidents as reported through monthly statistics provided by the provincial co-ordinators to ARC HQ.
- Statistics from the ARC data base recorded and documented so that numbers of mine victims and accidents before and after the operation of MAEP in communities, municipalities and provinces of programme operation can be compared.
- Numbers and locations of UXOs discovered in the particular areas of programme operation reported by the volunteer instructors to the provincial co-ordinators and documented in their monthly reports to ARC HQ.
- At least one trained ARC volunteer instructor in first aid effectively using first aid kits from each MAEP team reflected in monthly reports submitted by ARC.
- Assessment of the need for a ARC MAEP in other provinces and urban areas reported in the monthly report submitted by the ARC MAEP co-ordinator to the Federation.
- Monitoring and Evaluation Arrangements

### **Critical assumptions**

Internal:

- Sufficient ARC trained staff and volunteers to undertake the programme.
- The ARC leadership supports the programme.
- Sufficient ARC commitment to and involvement at all levels within the National Society so that there is effective management and fund-raising measures initiated to ensure the future sustainability of the programme.

External:

- Sufficient funding is available for the programme.
- Insecurity does not impede the implementation of the programme in the target provinces and/or provincial centres.

### **Monitoring and Evaluation arrangements**

- Monthly reports compiled by each team of ARC instructors will be submitted to ARC Provincial Co-ordinators.
- ARC Provincial Co-ordinators will compile monthly summary reports from the instructor's monthly reports and submit to the ARC HQ MAEP Co-ordinator.
- The ARC MAEP Co-ordinator will submit a monthly and annual report to the Federation.
- Regular and planned Field Trips by ARC Provincial Co-ordinators to monitor the work of instructors in their provinces, and by the ARC MAEP Co-ordinator to monitor work of Provincial Co-ordinators and instructors in all areas of operation.
- A mid term review in 2001 to assess the impact of the institutional development component of the MAEP will be undertaken at the same time as the mid term evaluation of the ARC Development programme.
- A comprehensive, independent survey of all aspects of the programme will be undertaken by the end of 2002.
- Survey undertaken by ARC/Federation among communities in operational areas to determine awareness of mines and UXOs issues and numbers of mines accidents by the end of 2002.

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## 2. Health and Care

### Background and progress to date

Since its independence in 1978 Angola has suffered almost constant civil conflict. In consequence of this long period of instability the country has been left with a health service unable to meet the needs of its population. Angola holds some of the worst infant and maternal mortality rates in the world. An estimated one in three children die before the age of five years. HIV/AIDS is widespread and the transmission rate is increasing. The majority of diseases suffered by the population are preventable.

The long-term priority for the Federation is to strengthen the capacity of the Angola Red Cross at headquarters and at provincial branch levels in order that they are able to assist the vulnerable. The strategy for the year 2000 and beyond is centred on the Integrated Community Health and Development Programme (ICHDP) which aims to deliver curative and preventative health services through ARC health posts in. The programme both targets the vulnerable and builds the capacity of the National Society.

Following a Federation and ARC strategic planning meeting in May 1998, a 3 year plan (1997 to 1999) was formulated and the ICHDP implemented. This was initially implemented through the Project Delegation system and by 1998 there were 21 ARC health posts operating in 8 provinces. Institutional development at ARC branch and central level was integral with the operation of health posts. Sectors within the ARC receiving increased capacity through the programme included Health, Training, Disaster Preparedness and Logistics. Owing to the steadily worsening security situation the geographical coverage area has reduced to currently 11 health posts in four provinces.

The ARC operates through an agreement with the Ministry of Health (MoH) to which it acts as an auxiliary. Major activities are co-ordinated by the MoH and all health posts function with a certain number of MoH staff. Specific activities are also co-ordinated at central and provincial levels with the Ministries of Education and the Ministry of Youth and Sport as well as with relevant UN bodies. At local level regular meetings with the above and with other governmental and non-governmental organisations ensure a co-ordinated approach especially regarding community mobilisation activities. The ARC is a member of the Angola Network for AIDS Service Organisations.

ICRC currently supports 4 ARC health posts in three further provinces by provision of medical supplies. The Spanish Red Cross have a bilateral agreement with the ARC that includes support to one new health post.

In spite of further closures or partial closure of health posts due to security reasons, the first 6 months of 2000 show that 81,142 beneficiaries passed through 11 health posts in Benguela, Cuanza Sul, Cuanza Norte and Luanda provinces and 38,545 beneficiaries received health education activities in the community setting. The majority of beneficiaries are women and children. All health posts were able to offer basic curative care according to national standards and most were able to offer full maternal child health services including immunisation. ARC at branch level participated in national immunisation days in 1999 and 2000 and in two provinces are currently significantly active in the MoH / UNICEF Roll Back Malaria campaign.

During 2000 29 ARC provincial health staff from 17 out of the 18 provinces participated in an HIV/AIDS workshop organised by the ARC in co-ordination with the MoH and others and with the purpose of instigating HIV/AIDS awareness and prevention activities in all ARC branches. Refresher training for ARC volunteers in the four target provinces is taking place in the second half of 2000.

Working within the Southern African Partnership of Red Cross Societies (SAPRCS) the ARC in 1999 were able to formulate a strategy for HIV/AIDS activities and subsequently in 2000 draw up a concrete activity plan.

In April 2000 the ARC were able to send a three person team to Mozambique to assist with health care to victims of the flood disaster.

Increasing insecurity has led to the closure, or partial closure, of health posts. As well in certain areas it has become difficult to carry out regular monitoring and support activities.

Motivating and retaining active ARC volunteers has proved problematic in all target areas.

Lack of funding during the first half of 2000 resulted in not being able to carry out certain planned activities.

Lack of knowledge of the English language within the ARC has led to isolation and inability to follow or participate fully in Federation global and regional developments.

Community participation and a strong sustainable core of active ARC volunteers are vital to fulfil the community component of the CBHDP. It is necessary to provide continuous support in the form of follow-up and training to volunteers and to supply appropriate tools to aid their health prevention activities. Numbers of volunteers need to be in line with the capacity of the ARC to support.

Decision making and willingness to accept responsibility by the ARC for programme activities is vital in order to foster ownership and move away from dependency on the Federation.

**Goal** To improve the health standards of target vulnerable communities by providing basic curative and preventative health care through accessible, existing and functioning 11 health posts in Luanda, Benguela, Kwanza Norte and Kwanza Sul provinces.

### **Objectives and Activities planned**

**Objective 1** To reduce the transmission rate of most communicable diseases through appropriate health care at ARC health posts with strong community participation to increase and strengthen the relationships of the RC branch with target communities.

Activities to support objective 1 are:

- To provide basic curative care including maternal child health services and health education through 11 ARC health posts in 4 provinces in accordance with national standards.
- To carry out health prevention activities within the target communities of the 11 health posts.
- To maintain a core of active volunteers in each of the 11 target locations.
- To maintain strong community links.
- To maintain a health information system.
- To be in preparation to act in any potential health emergency.
- To procure necessary and specific medical materials to 11 ARC health posts.
- To provide necessary materials to enable staff and volunteers to carry out health education activities to 11 health post target communities.
- To provide necessary cash or material incentives to key personnel associated with the ARC health programme.

**Objective 2** To strengthen the capacity of the ARC staff and volunteers by improving their skills and performance in providing health care and prevention activities at 11 ARC health posts and their target communities.

Activities to support objective 2 are:

- To conduct a training workshop for ARC professional health staff at representing the 11 ARC health posts.
- To conduct refresher training for a total of 160 volunteers attached to five target ARC branches and based on the CBFA curriculum with special priorities as appropriate.
- To conduct one HIV/AIDS awareness workshop at central level for ARC health staff representing all 18 provincial ARC branches.
- To continue to develop management, monitoring, data analysis, administration and logistics skills including budget management, of ARC health staff at central and provincial levels.
- To continue to develop health information and data analysis skills of ARC health staff at central level.

## **Expected results**

Expected results of objective 1 by the end of 2001 are:

- 11 health posts in 4 provinces delivering basic curative services including maternal child health care.
- Morbidity and mortality rates of preventable diseases reduced in target populations.
- A core of at least 160 specifically active volunteers with a gender balance reflecting majority of beneficiaries women and children and operating through the community structure within 11 localities.
- Eleven target communities have obtained appropriate health education knowledge and are undertaking health prevention activities within their homes and environment.
- Strong community links are in existence through local leadership structures.
- Relevant and correct health data collected and analysed from 11 ARC health posts and their target communities.
- ARC have been able to respond appropriately, in partnership with government authorities and other agencies, in the event of any health emergency.

Expected results of objective 2 by the end of 2001 are:

- ARC health post staff at 11 will have the necessary knowledge and skills to enable them to provide basic curative skills consistent with national and international set standards.
- ARC staff and volunteers are able to deliver appropriate health prevention activities to target communities in 11 locations.
- Health prevention activities prioritised in line with national and regional trends.
- ARC health department staff at central and provincial level will be able to manage and administer the CHBHP in 11 locations in 4 provinces.
- That ARC at central level had sufficient skills and knowledge to be able to analyse national and local health trends and take appropriate action.
- That ARC at provincial and central levels have responded to any health emergency in partnership with government bodies and other organisations.

## **Indicators**

- Trained ARC health post staff delivering basic curative care to set standards of diagnosis and treatment and verified through analysis of health post data.
- Numbers of community, with particular emphasis on women and children, suffering from preventable disease has reduced and verified through health post data analysis.
- That 100% of the target population have had access to the ARC health posts, have received health education from ARC staff or volunteers, and have knowledge of available MCH services.
- That the ARC has been able to manage the health programme in 11 locations in 4 provinces with the minimum of external assistance.

## **Critical assumptions**

Internal:

- Sufficient trained ARC staff to undertake the programme.
- ARC at HQ and at the branches are committed to the programme.
- Target communities willing to accept, support and participate in the programme.
- ARC staff and volunteers motivated to improve their skills.

External:

- The security situation in the target locations remains sufficiently stable to allow programme activities to take place.
- Sufficient funding is available for the programme.

## **Monitoring and Evaluation arrangements**

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

- Health posts will record daily morbidity and drug utilisation data which will be compiled and reported on a monthly basis.

- Health posts will record daily attendance records of mothers and children attending immunisation, antenatal and child clinics.
- Monthly provincial reporting by ARC provincial health co-ordinators to central level.
- Monthly analysis of health post and provincial reports by ARC health staff at central level with subsequent monthly report to the Federation.
- Monthly stock reports at health post, provincial and central levels summarised and submitted to the Federation.
- Regular planned monitoring field trips by ARC central staff to provinces and by provincial ARC staff to health posts.

Evaluation of this programme will be carried out by a mid-term evaluation during 2001 in conjunction with the midterm evaluation of the ARC development programme.

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## 3. Institutional and Resource Development

### Background and progress to date

The Federation has been in Angola since 1981. Following a Strategic Planning Meeting in May 1996 the Angola Red Cross (ARC) and the Federation shifted its main strategy from relief to rehabilitation through the implementation of a 3 year (1997-1999) Integrated Community Health and Development Programme (ICHDP).

The ICDHP concept based on Project Delegations working in specific geographic areas aimed to strengthen the ARC at headquarters and specially at provincial levels through the implementation of an expanded Community Based Health Programme consisting of the development of basic health facilities and the promotion of community based and preventative health care reinforced by an emergency water/sanitation project through local health posts. The ICHDP also included Institutional/Resource Development, Training and Mines Awareness which formed the major component of ARC's disaster preparedness programme. The programme began in January 1997 when there was optimism in the country and the international community that peace and stability in Angola would be realised.

A mid term review of the ICHDP was conducted in March 1998 focusing on health, institutional development and training at central and provincial levels. Although the review was largely positive areas were identified which required improvement and these included: the development of the governance of the ARC which was initially addressed by the convening of the General Assembly in July, 1998, the use of baseline studies for community health operations endorsed by a midterm evaluation of the Community Health Programme conducted in Benguela in 1998 which found that base line data was essential to monitor the programme and identification of the needs, improved methods of health post operations and the clarification of job descriptions for health workers and ARC staff.

Due to the ongoing conflict in Angola, the Federation/ARC revised their programme at the beginning of 1999. The programme is now restricted to Benguela, Cuanza Sul, Cuanza Norte and Luanda provinces, considered safe for operational purposes. The Federation continued to support the 11 Health Posts functioning in these provinces, maintained and consolidated its strategy of rehabilitation and development through the ICHDP in support of health needs, and continued the Mines Awareness Programme in Cunene and extended it to Benguela province.

In accordance with the general aims of the National Society and the mandate of the Federation, the ongoing and long term priority for the Federation in Angola is to strengthen the ARC at headquarters and at provincial levels so that the National Society can assist and serve the vulnerable through well planned and appropriate Health and Mines Awareness Education activities.

The resumption of open hostilities all over Angolan territory, during 1999 has forced many humanitarian organizations to reduce their staff and activities in certain areas. Despite funding difficulties relief operations have continued albeit at a lower pace, and only a few operations have been completely closed.

Given the present levels of insecurity resulting in a lack of access to populations in need and the execution of proper assessments to measure the real humanitarian needs in the country, many humanitarian assistance programmes are now designed with the view to addressing the needs of the vulnerable populations (resident communities and urban poor) and concentrating less on the status of IDPs.

Humanitarian activities in Angola co-ordinated by the United Nations Humanitarian Assistance Co-ordination Unit (UCAH) and implemented by UN Agencies cover 6 international organizations, 194 national NGOs and 98 international NGOs.

The Federation remains the prime financial supporter of the ARC programmes and its activities with the Spanish Red Cross supporting a bilateral health programme in Luanda (Benfica), the Viana Mutilado project, and the provincial ARC delegation in Bengo.

Due to the ongoing civil war the ICRC is currently the lead agency for the Red Cross Movement in Angola, while the Federation has the lead role in the development of the National Society. In line with the 1997 Seville Agreement, it is anticipated that ICRC will support structural development projects such as setting up an ARC Dissemination Section, as well as with strengthening the Tracing Section of the National Society and supporting some ARC health activities during 2001.

Despite constraints imposed on the programme following the escalation of the civil war in Angola the ICHDP has realised during the period 1997 to 2000 the following achievements:

- Rehabilitation and operation of 21 Health Posts in 8 provinces.
- The provision of basic health care remains a priority in Angola and one of the main focal components of the ICHDP. Impressive monthly statistics indicated that during 1998 some 70,000 beneficiaries per month were served by the 21 health posts in 8 provinces, and approximately 40,000 beneficiaries per month were served by 11 health posts in 4 provinces.
- Restructuring of the ARC management team to effect a more decentralised approach.
- An extraordinary General Assembly of the ARC was successfully conducted from 8 to 10 July, 1998 attended by elected members from many provincial delegations. New statutes were ratified, a National Council, a new President, and Secretary General were elected together with an Executive Council including a Finance Commission. The General Assembly was an important milestone in the development of the ARCS as a well functioning and governed national society. The next step will be to hold provincial assemblies to install governance structures at that level.
- Development of appropriate income generation activities. The Viana Training Centre (VTC) was upgraded into a commercial training institute to generate income for the ARC. An approximate net income of US\$55,000 was reported at the end of 1998. However, a definitive ARC income generation policy is required to ensure that the National Society becomes more self sufficient and sustainable and less dependent on donor funding.
- Implementation of a multi-faceted training programme at national/provincial levels. A wide variety of training courses for ARC staff and volunteers were carried out during 1998. All training courses incorporated a component of gender awareness and focused on priority topics including: management, institutional development, leadership, programme planning, finance, budgeting, income generation, reporting, nutrition, first aid and the training of trainers using curricula and manuals produced by the ARC.
- Mine awareness training in Cunene which is one of the worst mine affected provinces in Angola. The numbers receiving training in mines awareness from 3 municipalities indicated that the programme reached approximately 60,000 beneficiaries in 1998, and following the extension of the programme reached 74,000 beneficiaries in 1999 from 6 and 3 municipalities in Cunene and Benguela provinces respectively.
- Global audit of the CVA carried out in June/July, 2000

ARC is marked by a 'top down' management with the Secretary General retaining control of key decisions regarding finances, resources, information flow and personnel management. There are indications that this control has reduced opportunities for ARC staff dynamism, initiative and development.

The development of an income generating base and human resources for the ARC has proved to be a slow process resulting in continued dependency of the ARC on donor funding for staff support costs and the Federation for the implementation of programmes. It should be noted that it is planned that global Federation support to ARC staff support costs will be completely phased out at the end of the year 2000 and replaced by support to those essential staff considered necessary (i.e. 50 staff) and required to ensure the effective and efficient implementation of the Federation supported programmes until the end of 2002. Linguistic isolation within the largely English speaking Southern African region has been a constraint to the development of the ARC.

The ongoing and prolonged civil war has created a sense of short term thinking and planning within ARC and in the country generally leading to a culture and mind set that views change and development - particularly originating from outside - as inherently threatening.

Past evidence would suggest that the Federation and PNS have taken the 'driving seat' in development and other work initiatives with the ARC which has served to limit ARC's opportunities, sense of initiative and ownership in shaping its own development, and defining its own programme activities.

The development of the ARC will only be effective if the present leadership and senior staff are committed to the process, and the national society significantly moves away from its current dependency on donor funding.

**Goal** To establish a well functioning National Red Cross Society to serve the vulnerable in Angola.

## **Objectives and Activities planned**

**Objective 1** To assist the ARC to revise and finalise its 3 year strategic development plan by the beginning of 2001.

Activities to achieve objective 1 are:

- To organise a strategic planning workshop for HQ and provincial ARC staff and volunteers.
- To document the results of the workshop.
- To finalise a new 3 year plan for approval by ARC management.

**Objective 2** To assist the ARC to establish/upgrade appropriate organisational structures, systems and procedures at central and provincial levels by the end of 2001.

Activities to achieve objective 2 are:

- To review the organizational structure with ARC. Draft revisions for approval by ARC executive.
- To assess ARC staffing needs and draft staffing plan for approval by ARC executive.
- To review financial, administrative and personnel policies, structures and systems of the ARC and discuss with the ARC management. Draft revised financial, administrative and personnel policies, structures and systems for approval by the executive of the ARC.
- To set up clear budgeting procedures in order to control spending and to facilitate timely reporting to donors and management on the financial situation of the National Society.
- To establish/upgrade the computerised financial system within ARC.
- To define policy for fund allocation (including levels of authority, procedures, formats etc.)
- To define, prepare and disseminate global financial documents to all donors.
- To Commission and set up an external and internal audit policy and conduct an audit on an annual basis.

**Objective 3** To assist the ARC to build the necessary management, technical and volunteer capacity at all levels by the end of 2002.

Activities to achieve objective 3 are:

- To conduct evaluations of ARC staff.
- To review job descriptions of ARC staff. Draft revised job descriptions for ARC approval.
- To provide the necessary cash incentives to personnel associated with the ARC Development Programme.
- To assess training needs of ARC staff and organize appropriate training workshops.
- To establish a staff development programme through trainings, regular meetings etc.
- To provide English and computer training to appropriate staff at Central and Provincial levels.
- To train staff in the use of methods of analysis e.g. SWOT, LFA, Use of Indicators etc.
- To convene regular planning and management meetings.
- To establish regular meetings between ARC staff at central and provincial levels. Agendas agreed. Minutes of meetings disseminated throughout the ARC. Follow up on action points from the meetings.
- To develop guidelines for programme implementation at HQ and disseminate these guidelines throughout the ARC.
- To analyse and report on ARC activities at central and provincial levels and disseminate information throughout the ARC.
- To establish system for registering members and train personnel to implement the system.
- To review, update and implement the ARC membership programme.

**Objective 4** To assist the ARC to develop viable and sustainable income generation and resource development policies and programmes by the end of 2001.

Activities to achieve objective 4 are:

- To discuss income generation and resource development activities and projects with the ARC board.
- To draft policies for income generation and resource development activities and projects for approval by ARC.
- To identify, plan and develop well managed projects that generate income and resources for the ARC.
- To carry out economic viability studies on the planned projects.
- To establish a plan for the use of the generated funds and resources.
- To establish contacts with potential international and national donors.

**Objective 5** To assist the ARC to raise awareness of the National Society and its activities by the end of 2002.

Activities to achieve objective 5 are:

- To promote ARC's image/profile through a well structured dissemination programme, identification of priority target audiences, establishment and strengthened contact with the media, and production of bulletins, brochures, TV spots, radio programmes on the activities and programmes of the ARC.
- To establish ARC as a participant in interagency co-ordination meetings, workshops, seminars and trainings.
- To establish contacts and agreements and implement activities/programmes with other non governmental, governmental and UN agencies.
- To respond to appropriate regional and national initiatives.
- To participate and make professional presentations in appropriate regional training course/workshops/seminars.

### **Expected results**

The expected results of objective 1 are realistic long term (3 year) ARC strategic development plan developed.

The expected results of objective 2 are:

- Organisational structure of ARC reviewed, revised and approved.
- ARC staffing needs assessed and staffing plan implemented.
- Personnel, Administrative and Financial policies, structures and systems developed and implemented at central and provincial levels.
- External/Internal audit policy established.
- External audit carried out on an annual basis

The expected results of objective 3 are:

- Evaluations of ARC staff conducted.
- Job descriptions of ARC staff reviewed, revised and approved.
- The necessary cash incentives provided to personnel associated with the ARC Development Programme.
- Training needs of ARC staff assessed and appropriate training workshops organised.
- Staff development programme established.
- English and computer training provided for appropriate staff at Central and Provincial levels.
- Staff trained in the use of methods of analysis e.g. SWOT, LFA, Use of Indicators etc.
- Regular planning and management meetings convened.
- Regular meetings between ARC staff at central and provincial levels convened.
- Guidelines developed for programme implementation at HQ and disseminated.
- ARC activities at central and provincial levels analysed, reported on and disseminated.
- System for registering members established and implemented by trained personnel.
- ARC membership programme reviewed, updated and implemented. Membership drives through public campaigns organised and new members recruited. New members encouraged to assist in one of several key activity areas of the ARC.

The expected results of objective 4 are:

- Policies for income generation and resource development activities and projects drafted and approved.
- Income generation and resource development projects identified, planned and implemented.
- Economic viability studies on the planned projects carried out.
- A plan for the use of the generated funds and resources established and implemented.
- Contacts with potential international and national donors established.

The expected results of objective 5 are:

- Public image of the ARC improved through the raising of awareness of the ARC and its activities locally, within the region and internationally.
- ARC staff and volunteers trained in dissemination and priority target audiences identified.
- Inter agency networking and collaboration in Angola reinforced through ARC participation and attendance in inter agency meetings, workshops, seminars and trainings.
- Contacts, agreements and activities/programmes implemented with other non governmental, governmental and UN agencies in Angola.
- Networking with the Regional delegation in Harare and other National Societies within the Southern African Region established.

### **Indicators**

- A written 3 year ARC strategic development plan.
- Written management and organizational systems and structures at central and provincial levels will be produced.
- All personnel, administrative and financial policies will be documented.
- Annual global audit report will be drafted by the external auditors.

The following will be documented:

- Staff evaluations and job descriptions.
- Staff training workshops.
- Staff development programme.
- Numbers of ARC staff trained in English and computer.
- Meetings - planning, management etc.
- Guidelines for programme implementation.
- Reports of ARC programme activities.
- Registration of members.
- Membership programme.
- A written income generation and resource development policy and related projects will be drafted, and economic viability studies on planned projects will be documented.
- The use of generated funds and resources will be documented in ARC's quarterly reports.
- The ARC will be financially self sustaining by the end of 2001 verified by the decreasing need for donor funding.
- Sponsorship gained for specific activities will be documented and verified in ARC's reports.
- ARC Newsletters will be published and distributed.
- Radio and TV coverage of the ARC and its activities will be verified in ARC reports.
- ARC acknowledged by and established as an active partner with other developmental and relief agencies in Angola verified in ARC reports.
- Participation of appropriate ARC staff and volunteers in regional workshops, seminars, conferences and trainings verified in ARC reports.
- Examples of collaboration and networking documented and verified in ARC reports.

### **Critical assumptions**

Internal:

- Sufficient ARC trained staff and volunteers to undertake the programme.
- The ARC leadership supports the programme.
- Sufficient ARC commitment to and involvement at all levels within the National Society.
- The programme will require appropriate and timely technical advice and service from the Regional Delegation in Harare.

External:

- Sufficient funding is available for the programme.
- Insecurity does not impede the implementation of the programme.

### **Monitoring and Evaluation arrangements**

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

- Quarterly and annual reports. Indicators will be assessed by the Federation and donors.
- Regular (monthly) monitoring and supervision visits will be conducted by Federation personnel from the Regional Delegation in Harare.
- An evaluation of this programme will be carried out by mid-term evaluation during 2001 and end of programme evaluation in 2002

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## 4. Co-ordination and Management

### Background and progress to date

The Federation has been in Angola since 1981. Following a Strategic Planning Meeting in May 1996 the Angola Red Cross (ARC) and the Federation shifted its main strategy from relief to rehabilitation through the implementation of a 3 year (1997-1999) Integrated Community Health and Development Programme (ICHDP).

Due to the ongoing conflict in Angola, the Federation/ARC revised their programme at the beginning of 1999 and significantly ' downsized ' the delegation continuing a process started in 1998 due to severe lack of funding. The programme is now restricted to Benguela, Cuanza Sul, Cuanza Norte and Luanda provinces, considered safe for operational purposes. The Federation continued to support the 11 Health Posts functioning in these provinces, maintained and consolidated its strategy of rehabilitation and development through the ICHDP in support of health needs, and continued the Mines Awareness Programme in Cunene and extended it to Benguela province.

In accordance with the general aims of the National Society and the mandate of the Federation, the ongoing and long term priority for the Federation and continued need for a Federation presence in Angola is to assist the ARC to strengthen its capacity at headquarters and at provincial levels so that the National Society can assist and serve the vulnerable through well planned and appropriate Health and Mines Awareness Education activities.

Due to the ongoing civil war the ICRC is currently the lead agency for the Red Cross Movement in Angola, while the Federation has the lead role in the development of the National Society. In line with the 1997 Seville Agreement, it is anticipated that ICRC will support structural development projects such as setting up an ARC Dissemination Section, as well as with strengthening the Tracing Section of the National Society and supporting some ARC health activities during 2001.

The Federation remains the prime financial supporter of the ARC programmes and its activities with the Spanish Red Cross supporting a bilateral health programme in Luanda (Benfica), the Viana Mutilado project, and the provincial ARC delegation in Bengo.

The Federation maintains close links, relations with diplomatic representations, particularly with the UN, ICRC and NGOs with a special focus regarding programme and security issues. The biweekly co-ordination meetings and regular discussions with the ARC continue to focus on how the Red Cross and Red Crescent Movement can effectively reach the vulnerable in Angola.

Recent achievements of the programme are:

- Rehabilitation and operation of 21 Health Posts in 8 provinces (between 1997-2000).
- The provision of basic health care remains a priority in Angola and one of the main focal components of the ICHDP. Monthly statistics have indicated that significant numbers of beneficiaries have been served by the ARC health posts.
- Restructuring of the ARC management team to effect a more decentralised approach.
- An extraordinary General Assembly of the ARC was successfully conducted from 8 to 10 July, 1998 attended by elected members from many provincial delegations. New statutes were ratified, a National Council, a new President, and Secretary General were elected together with an Executive Council including a Finance Commission.
- Development of appropriate income generation activities. The Viana Training Centre was upgraded into a commercial training institute to generate income for the ARC. However, a definitive ARC income generation policy is required to ensure that the National Society becomes more self sufficient and sustainable and less dependent on donor funding.
- Implementation of a multi-faceted training programme at national/provincial levels. A wide variety of training courses for ARC staff and volunteers have been carried out including: management, institutional development,

- leadership, programme planning, finance, budgeting, income generation, reporting, nutrition, community based first aid, logistics and the training of trainers using curricula and manuals produced by the ARC.
- Mine awareness training in Cunene and Benguela which are two of the worst mine affected provinces in Angola.
  - Global audit of the ARC carried out in June/July, 2000

**Goal** To assist the ARC to establish a well functioning National Red Cross Society to serve the vulnerable in Angola.

## **Objectives and Activities planned**

**Objective 1** To assist the ARC at central and provincial levels to manage and control funding received through the Federation from donors for the ARC health, development and mines awareness education programmes.

Activities to achieve objective 1 are:

- To conduct evaluations of ARC staff.
- To review job descriptions of ARC staff. Draft revised job descriptions for ARC approval.
- To review the organizational structure with ARC. Draft revisions for approval by ARC executive.
- To assess ARC staffing needs and draft staffing plan for approval by ARC executive.
- To review financial, administrative and personnel policies, structures and systems of the ARC Draft revised financial, administrative and personnel policies, structures and systems for approval by the executive of the ARC.
- To set up clear budgeting procedures in order to control spending and to facilitate timely reporting to donors and management on the financial situation of the National Society.
- To establish/upgrade the computerised financial system within ARC.
- To define policy for fund allocation (including levels of authority, procedures, formats etc.)
- To train staff in the use of analysis and how to write narrative and financial reports for donors. 10. To define, prepare and disseminate global financial documents to all donors.
- To Commission and set up an external and internal audit policy and conduct an audit on an annual basis.
- To provide the necessary cash incentives and materials to personnel associated with the Federation supported ARC Programmes.
- To provide English and computer training.

**Objective 2** Assist the ARC to follow up, monitor and supervise these programmes by the end of 2002.

Activities to achieve objective 2 are:

- To develop guidelines for programme implementation.
- To establish regular meetings between ARC staff at central and provincial levels.
- To establish a plan for regular field visits.
- To review, update and implement the ARC membership programme with particular emphasis on reactivating the volunteer programme.
- To establish/consolidate an effective internal and external communication system - radio, internet etc.
- To implement Federation supported ARC programmes - development, health and mines awareness education.

## **Expected results**

The expected results of objective 1 are:

- Evaluations conducted of ARC staff.
- Job descriptions reviewed and revised of ARC staff for approval.
- ARC organizational structure reviewed and revised for approval by ARC executive.
- ARC staffing needs assessed and staffing plan drafted for approval by ARC executive.
- Financial, administrative and personnel policies, structures and systems reviewed and revised for approval by the executive of the ARC.
- Clear budgeting procedures set up.
- Computerised financial system within ARC established/upgraded.

- Policy for fund allocation defined.
- Staff trained in the use of analysis and how to write narrative and financial reports for donors. 10. Global financial documents prepared and sent to all donors.
- External and internal audit policy commissioned and set up with an external audit carried out on an annual basis.
- Necessary cash incentives and materials provided to personnel associated with the Federation supported ARC Programmes.
- English and computer training conducted.
- Guidelines for programme implementation developed.
- Regular meetings between ARC staff at central and provincial levels established.
- Regular field visits planned and carried out.
- ARC membership programme with particular emphasis on reactivating the volunteer programme implemented.
- Effective ARC internal and external communication system - radio, internet etc.
- Federation supported ARC programmes running.

### **Indicators**

- Written management and organizational systems and structures at central and provincial levels produced.
- All personnel, administrative and financial policies, systems and structures documented.
- Annual global audit report.

### **Critical assumptions**

#### Internal

- Supportive and committed ARC leadership.
- Sufficient ARC commitment to and involvement at all levels within the National Society.
- The programme will require regular, appropriate and timely technical visits, advice and service from the Regional Delegation in Harare.
- Given that the pilot project regarding the move towards a regional approach will be implemented in 2001 and that the major current weakness in the ARC is one of lack of administrative and financial policies, structures and systems as reported in the global audit of the ARC conducted in 2000 it will be necessary that the Federation maintains a presence in Angola through competent locally employed staff who will ensure that funding from donors for Federation supported ARC programmes is effectively controlled and managed until sufficient ARC staff and volunteers are trained for this purpose.

#### External:

- Sufficient funding is available for the programme.
- Insecurity does not impede the implementation of the Federation supported ARC programmes.

### **Monitoring and Evaluation arrangements**

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

- Field reports, quarterly and annual reports.
- Indicators will be assessed by the Federation and donors.
- Regular monitoring and supervision by the Federation employed local staff in Luanda and regular monthly visits will be conducted by Federation personnel from the Regional Delegation in Harare.

Evaluation: The Federation will assist the ARC to organise a mid-term and end of programme evaluation of Federation supported programmes during 2001 and in 2002 respectively.

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<b>DELEGATION: ANGOLA</b>					
<b>PROGRAMME</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>TOTAL</b>
Shelter & construction	0	0	0	0	0
Clothing & textiles	0	0	0	0	0
Food & seeds	0	0	0	0	0
Water	0	0	0	0	0
Medical & first aid	10,500	37,300	0	0	47,800
Teaching materials	24,700	0	0	0	24,700
Utensils & tools	0	0	0	0	0
Other relief supplies	0	10,000	0	0	10,000
<b>Sub total supplies</b>	<b>35,200</b>	<b>47,300</b>	<b>0</b>	<b>0</b>	<b>82,500</b>
Land & Buildings	0	0	0	0	0
Vehicles	1,500	0	0	0	1,500
Computers & telecom	0	0	10,510	0	10,510
Medical equipment	0	0	0	0	0
Other capital expenses	0	0	0	0	0
<b>Sub total capital</b>	<b>1,500</b>	<b>0</b>	<b>10,510</b>	<b>0</b>	<b>12,010</b>
Programme management	13,172	19,647	48,636	9,281	90,735
Technical services	3,943	5,881	14,559	2,778	27,161
Professional services	4,373	6,522	16,146	3,081	30,122
<b>Sub total programme support</b>	<b>21,487</b>	<b>32,050</b>	<b>79,341</b>	<b>15,140</b>	<b>148,019</b>
<b>Transport &amp; storage</b>	<b>26,860</b>	<b>41,900</b>	<b>9,000</b>	<b>17,900</b>	<b>95,660</b>
Personnel (delegates & expatriates)	950	1,425	34,400	59,100	95,875
Personnel (local staff)	90,296	144,022	373,707	2,000	610,025
<b>Sub total personnel</b>	<b>91,246</b>	<b>145,447</b>	<b>408,107</b>	<b>61,100</b>	<b>705,900</b>
Travel & related expenses	8,500	4,500	18,600	10,850	42,450
Information expenses	5,325	7,400	11,200	700	24,625
Expert fees	0	0	120,140	10,560	130,700
Admin. - general expenses	5,220	12,770	64,380	21,390	103,760
Training workshops / seminars	0	0	0	0	0
<b>Sub total travel, training, general exp.</b>	<b>19,045</b>	<b>24,670</b>	<b>214,320</b>	<b>43,500</b>	<b>301,535</b>
<b>Total budget</b>	<b>195,338</b>	<b>291,367</b>	<b>721,278</b>	<b>137,640</b>	<b>1,345,624</b>