

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## CENTRAL AFRICA (Appeal 01.05/2002)

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

	2002 <i>In CHF</i>	2003 <sup>1</sup> <i>In CHF</i>
1. Disaster Preparedness	525,007	525,007
2. Health and Care	1,012,463	1,012,463
3. Humanitarian Values	167,873	159,225
4. Organizational Development	539,178	539,178
5. Regional Cooperation	253,179	253,179
6. Coordination & Management	352,539	352,539
Total	2,850,239	2,841,591

### Introduction

The central African region includes Cameroon, Chad, the Central African Republic (CAR), the Democratic Republic of Congo, Republic of Congo, Gabon, Equatorial Guinea and Sao Tomé & Príncipe. While they differ considerably from cultural, political and economic standpoints, the eight have a number of features in common. The democracy the ruling powers claim is more a matter of intention than fact, and the divide between the rich and the poor is widening every day. Social injustice is all the more flagrant in Chad and the CAR, for these two countries are among the 10 poorest in the world. Nor are the six others much better off, with an annual per capita income of between USD 300 and USD 1000.

Health infrastructures are inadequate, and the cost of health care is too high. The constant deterioration of the socioeconomic conditions in the region poses a serious threat to development. Most of the population has no access to health structures and makes use of traditional medicine, which is not enough to fight epidemics. The lack of adequate health care and access to safe water increases the risk and incidence of diseases and hence the vulnerability of the poor. Seven to ten million people are infected by the AIDS virus, and the vulnerability of patients and their families is exacerbated by a lack of information, support and responsibility on the part of the health departments.

The region has not been spared by natural disasters: floods and drought successively bring cholera during the rainy season and meningitis in the dry season. The extreme climate conditions have also given rise to a shortage of food in Chad and northern Cameroon, and unable to control this factor, the populations courageously do what they can to adapt.

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<sup>1</sup> These are preliminary figures for 2003. and are subject to revision in the course of 2002.

The warring situation in Chad, the CAR, and particularly the Democratic Republic of Congo (DRC) has had disastrous consequences both within and outside these countries. In DRC two to three million displaced persons are living at survival level, dependent entirely on external aid. For them, the dialogue between the Congos is a long, drawn-out process that seems indifferent to the precarious conditions in which they live.

It is in this difficult socio-political and economic context, which nevertheless offers occasional hope, that the national societies of Central Africa are making their contribution to improving the situation of the most vulnerable.

## **Priority programmes for Federation assistance**

On the basis of self-evaluation of their respective plans, the national societies have defined their priorities for the coming two years and the national societies and the regional delegation (DRAC) have set up a system of close collaboration and mutual assistance. The president of the co-ordination committee is elected each year at the partnership meeting. This committee is the principal partner of the regional delegation in co-ordinating, planning, evaluation and implementing the programmes supported by the Federation in accordance with Strategy 2010, ARCHI 2010 and the Ouagadougou Declaration 2000.

This group facilitates region-wide exchanges of experience. Aid activities in accordance with the priorities of the Federation Secretariat aims to improve the functioning of the national societies and will be carried out as follows:

### **Disaster preparedness**

- To update national disaster preparedness plans of the eight national societies with proposed candidates of trained specialists from each national society, such as in water and sanitation, epidemiological monitoring, or population movements, and to preposition emergency stores.
- The national societies of Cameroon, Chad, DRC and Republic of Congo to prepare a food security strategy in the sub-region.
- The set up a multidisciplinary regional response team for rapid mobilization in the event of a disaster or other emergency, such as floods, epidemics, population movements.

### **Disaster response**

- The relief programmes, for floods, epidemics, population movements, will strengthen the role of volunteers in the communities.
- To fight epidemics, the national societies would like to have operational epidemiological monitoring networks in collaboration with respective state health structures.
- Regarding floods, national societies would like to be in a position to evaluate needs and work out a plan of action.

### **Health**

- The national societies will participate more fully in their ministries of health development plans to improve the health of the most vulnerable. The aim is to improve accessibility to health care, increase vaccination coverage and combat epidemics.
- To participate in the fight against sexually transmitted diseases and HIV/AIDS and the stigmas they carry by helping people living with aids (PLWA) to live in a dignified, positive manner.
- Peer education activities and training of volunteers in community-based first aid (CBFA) will provide the Red Cross with people in each community who can raise the awareness of others and help fight epidemics, malaria and HIV/AIDS effectively.
- To mobilize the national societies in achieving increased awareness of HIV/AIDS and community health; to seek partnerships and strive to find niches where there is a lack in fighting against HIV/AIDS;
- To strengthen capacities of national society volunteer networks with respect to peer education, epidemiological monitoring, and advocacy toward community leaders so as to help the communities become aware of their health problems and participate in creating solutions.

### **Organisational development**

- The regional office's organizational development programme continues to be a priority due to the need for good governance and programme management if the national societies' programme activities are to be effectively implemented and gain credibility as strong and well-functioning societies which will benefit the most vulnerable.
- Guide and encourage national societies to strengthen their structures, legal base, financial and logistics management, and management of volunteers and gain access to local resources. This will allow the national societies to gain credibility and diversify sources for funding and partnerships.
- To strengthen the operational capacities of the national societies, particularly by making the branches more dynamic and setting up programmes in favour of the most vulnerable.
- To strengthen the structures at headquarters, especially with respect to equipment.

### **Promotion of humanitarian values**

- Dissemination of humanitarian values, Fundamental Principles and national society programming to the public.
- Promote the culture of peace and develop tolerance and alternatives to violence.
- Efforts will be made with respect to young people and women to awaken them to the importance of the notions of peace and fraternity, and to familiarize the public and the armed forces with the Geneva Conventions.
- Advocacy for and assistance to the most vulnerable groups, such as orphans and vulnerable children, the disabled, and the poor. Family values and child welfare programmes, such as health, education, and feeding.
- Promote youth involvement in peer education, especially in HIV/AIDS

### **Regional co-operation**

- To create a regional dynamic and knowledge sharing, and to allow national societies to work as a federation to elaborate on a true sub-regional strategy.
- To promote regional resources and share expertise for the benefit of reinforcing each other.
- In disaster preparedness and disaster response, share regional resources in emergency operations.

### **Coordination and management**

- The regional delegation's foremost role is as official Federation representation in the region for technical support, liaison and communication, as well that of advocate in various support strategies.
- In view of supporting and strengthening regional co-operation and concentrating on a consolidated country agreement strategy essential to working effectively within the countries and within the movement.
- The management role includes supervision when requested by partners and well-coordinated activities and plans for the region which include bilateral and multilateral programmes in the region.
- Information sharing and co-ordination in order to avoid overlap or duplication and to increase the coverage and impact of national societies in the region in their role to serve the most vulnerable most effectively.
- To introduce simple and adapted monitoring tools and evaluation systems to allow for the measuring of impact and coverage of programmes.
- Assure strategic planning, drafting of reports, follow-up and evaluation of the programmes. In this way it will fulfil its role of serving as leader in the sub-region.

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# 1. Disaster preparedness and disaster response

The regional delegation for Central Africa gives technical support to all of the countries. But in order to rationalize its support, the Democratic Republic of Congo and the Republic of Congo are shown under a separate Appeal 2002-2003 document. This is a move away from last year's appeals where the two were shown separately.

Due to the prevailing overall political instability in the region, enormous repercussions have heavily affected the economy and social issues of the various countries. The region contains vast numbers of displaced people. Countries in central Africa generally exhibit varying degrees of exposure to natural and man-made hazards such as:

- In the Democratic Republic of Congo, despite progress in the reconciliation process, the country will be scarred by the aftermath of war for a long time to come.
- In Congo Brazzaville, peace has returned, but the damage has been so profound that the peace is very fragile and fear is pervasive.
- The Central African Republic (CAR) has seen mutinies and armed conflict for several years, giving cause for fear of renewed tension.
- Chad is subject to constant rebellion.
- Gabon, Equatorial Guinea, Sao Tome, and Cameroon are experiencing a relative peace, but the situation in this part of Africa is unpredictable. It is worth while to monitor and prepare against some looming disasters.

## Background and achievements/lessons to date

The Central Africa region is prone to continuous natural disasters and what can be termed as forgotten disasters. Further aggravating the situation is the increase in the number of vulnerable households and their limited ability to cope with disasters affecting them. The situation often becomes desperate due to an inadequate state of disaster preparedness and a limited response capability within governments and national societies in the region.

In addition to these disorders, risks or potential risks, the countries of the area have to cope with the AIDS pandemic; the CAR is one of the most heavily affected regions in Africa. Various recurring epidemics, such as meningitis, Ebola, and cholera, the problem of food security, floods, drought, volcanic eruptions, the lack of hygiene and problems of potable water continue.

Over the past few years, volunteers in the eight national societies have shown strong determination in emergency operations and the organization of community services. However, in spite of these positive achievements, the region does not have a structure or planning and organization set-up for emergency response in the event of a crisis. This slows organization of any response, whereas in fact the national societies do possess potential resources that could be developed and put to use for the benefit of the region as a whole. In addition, volunteer activities in local branches that function well are not yet perceived by the national societies as a key to the success of a disaster preparedness plan.

The region has decided to create regional response teams and will focus on identifying and reinforcing the regional resources through training and experience sharing. This programme will permit the establishment of a multi-disciplinary team and a flexible mechanism for its mobilization in the event of disaster or an emergency in the region. The regional response team will be constituted by putting to use and pooling the areas of expertise of each national society.

In 2002, two case-study workshops in the form of field exercises will allow for development of a mechanism to make use of regional resources in the event of a disaster.

- The first case study will be undertaken in Chad following the epidemics caused by floods (cholera) and drought (meningitis).
- The second case study will take place in Congo Brazzaville, based on population movements resulting from the conflicts.

**Goal** To establish a regional emergency response team that is able to respond to disasters in the region and trained in disaster preparedness and disaster response by strengthening the capacities of the eight national societies and the regional office of the Central African sub-region, and through training and exchange of experience and knowledge.

## Objectives and activities

**Objective 1** To constitute an operational multidisciplinary emergency team composed of the skilled human resources available in the national societies.

Activities to reach this objective are:

- Activate and update the regional data base on available skills within the eight national societies.
- Coordinate a team of eighteen national society volunteers focused on the main risks and disasters identified in the region.
- Organize two five-day regional courses on the planning and management of a relief operation for the eighteen members of the emergency team, including alert systems, vulnerability and capacity assessments, appeals, relief, logistics and reporting. These courses are run jointly by the national societies, the Federation and the ICRC delegates in Yaoundé and both Congos. The use of skills or facilitators from outside the region may be envisaged to bolster the technical quality of the courses, such as facilitators from the West Africa regional delegation in Abidjan the East Africa regional delegation in Nairobi or the regional delegation for South Africa in Harare, and eventual donor national societies and other regional partners.
- Review concept papers developed in other regions on community-based early warning systems.

**Objective 2** To set up a regional disaster response mechanism based on a regional risk map and preparing for and responding to disasters, and to develop and use community-based early warning systems.

Activities to reach this objective are:

- Design and pre-test a regional alert system in the event of natural disaster or conflict in one of the countries.
- Constitute specialized units for the various stages of planning a relief operation, including evaluation, drafting of an appeal, SPHERE principles and standards for relief planning, implementation, reporting, and evaluation.
- Establish a mechanism for the recognition and exploitation of the resources of the region in the event of disaster, including designation of focal points.
- Draw up a map of the potential risks in the region by country.
- Draw up a map of possible partnerships by country in the sub-region.
- Give detailed recommendations to the members of the regional emergency response team for setting up a relay team in each national society for disaster preparedness and other emergencies.

**Objective 3** With the national societies and the regional response teams, coordinate regional emergency stocks in consultation with the national societies and assure that appropriate logistical arrangements are met by the national societies during preparation and response to disasters.

Activities to reach this objective are:

- Review each national society's capacity in logistics and resource management. Where necessary reinforce by sharing logistics procedures in order to perform proper resource management.
- For the use of the region, a regional stock will be set up in Brazzaville; Ndjamena and Libreville each will have 500 relief kits, 500 first-aid kits, 50 stretchers, 500 tabards, 500 tarpaulins; three 10,000-litre water bladders; 500 5-litre jerrycans; 500 buckets; 3 accessory water-distribution kits; 100 pairs of boots, 500

blankets; 100 jackets; 100 rainwear; 500 scarves. This stock will permit the launching of a two-week relief operation on behalf of 10,000 families or approximately 60,000 people. When required, it can be brought to the site of the operation.

**Objective 4** To strengthen the regional communication network.

Activities to reach this objective are:

- Through the members of the regional response teams, to disseminate in each national society information tool kits, appeal formats, the humanitarian charter and minimum standards, such as those of SPHERE, for disaster response, and Federation report formats.
- To ensure that the e-mail and Internet network installed at each national society in 2001 remains functional.
- To install HF radio relays in each national society for 2003.

**Objective 5** To strengthen the development of the local branches of the national society by energizing effective management and volunteer mobilization structures, in particular for young people.

Activities to reach this objective are:

- At each national society, through implementation of the health, with regards to ARCHI, and organizational development programmes, effective management structures, such as recruitment, coaching, training, motivation and loyalty-building, will be put into place in the local branches to facilitate the mobilization of volunteers in the event of a disaster.
- Through monitoring how volunteers are structured and managed, the national societies are assured of the loyalty of the network of volunteers who keep watch within the community in the event of disaster to a level of more than 90 percent.

**Objective 6** To support two pilot food security projects in Chad and northern Cameroon.

Activities to reach this objective are:

- To ensure that the Chad and Cameroon national societies have access to the skills of the regional emergency response team to test a food security project following detailed evaluation of the causes of food insecurity.
- To assist the two national societies with the support of the regional organizational and resource development delegate, provide technical and material support to 60 peasant groups and 300 families to improve agricultural production.

**Objective 7** To assist the Cameroon Red Cross Society in strengthening the response capacities of the Limbe regional branch to ensure effective action in the event of flooding.

Activities to reach this objective are:

- Using the skills of the regional response teams, organize a flood response exercise in the field for 30 volunteers of the Limbe branch.
- The volunteers raise community awareness of the dangers of flooding and risk indicators, working in the framework of community prevention activities.
- To constitute a small stock of first-aid equipment for the Limbe branch in the event of flooding.

### **Expected results**

- A pool of 18 technicians from the national societies of the region have the skills to act effectively in preparedness or emergencies.
- When needed, the Movement can pinpoint and dispatch specific technical skills within three days to support a national society in setting up a relief operation in the region.
- Each national society has a disaster preparedness plan integrated within a national disaster response plan co-ordinated by the government.
- The national societies' capacities are reinforced with increased credibility in their respective countries and build solid, long-lasting emergency relief partnerships in the region.

- The Movement is capable of intervening at the regional level 72 hours at the latest after the event, while awaiting implementation of the disaster appeal process if the conditions for intervention are satisfied.
- The regional delegation is capable of setting up an appeal in case of need, at the latest one week after an emergency situation.

### **Indicators**

- The Central African region will have at its disposal an 18-member operational team with specific skills for the planning and execution of a disaster relief operation.
- An emergency team will be constituted in the region that can be mobilized within 72 hours of the advent of a disaster.
- A regional disaster preparedness plan will have been established and communicated to the authorities of the eight countries, the UN agencies and other humanitarian NGOs. This plan sets out the responsibilities that the Movement can assume in the region in the event of an emergency within a given country.
- Each national society will have coordinated a 12-member technical multi-disciplinary team capable of setting up in each national society an early alert system in the event of a disaster and of organising the initial steps in the planning of a relief operation at the country level.
- A map of the potential risks by country will be available which will provide a guide for the possibilities of intervention that can be envisaged for each potential risk identified.
- Operational partners will be sought in the region and a response and partnership plan will be envisaged for each country.
- Each national society will engage in negotiations with the government of its country and humanitarian agencies to work out a national disaster and emergency preparedness plan.
- An emergency stock will be constituted to ensure emergency relief for a beneficiary population of 10,000 families or approximately 60,000 people.
- Logistics facilities will be sought with the airlines and other humanitarian agencies in the region to ensure rapid dispatch at the most advantageous cost of the necessary items to set up an emergency relief operation as required.
- The eight national societies will remain in constant contact with DRAC. Regular situation reports with simple formats will be provided by the national societies each month and any time an event makes it necessary so that the context can be analyzed regularly with a view to predicting any crises and being prepared in consequence.
- A communicator network composed of friends of the Movement in the region will produce a monthly press review of the newspapers of the region. The heads of the ICRC and Federation regional delegations will make a summary of this press review to provide a clear picture of the regional situation.
- A monthly regional bulletin will provide an update on volunteer mobilization activities within the communities.
- Five HF radio bases will be assigned to the local branches in the national societies.
- In each national society, effective management structures, such as recruitment, coaching, training, motivation and loyalty-building, will be put into place in the local branches.
- Through volunteer structure and management, the national societies are assured of the loyalty of the network of volunteers who keep watch within the community in the event of disasters, to a level of more than 90 percent.
- A regional volunteer management strategy will be established on the basis of the experience of the eight national societies and other regions by July 2002.
- A food security programme will be implemented in six local branches in Chad and Cameroon.
- A flood preparedness plan has been set up at Limbe in Cameroon and communicated to the authorities and partners. The volunteers provide a rapid and effective response in the event of a flood.

### **Monitoring and evaluation arrangements**

- A monthly technical meeting will be held in Yaoundé, bringing together Federation and ICRC delegates. It will receive, analyze and interpret the reports from the national societies and consider any specific actions to be taken so as to maintain a high level of disaster preparedness in the eight national societies.
- At each national society, the person in charge of national disaster and relief preparedness, supported by trained resource people, will hold a meeting of the national emergency team once a month to take note of and analyze the monthly activity reports coming in from the local branches. The summary of the reports will be dealt with by the general secretariat of each national society and sent to DRAC.

- The efficiency of the mechanisms and structures in place will be regularly evaluated based on the reports from the national societies.
- Discussion with the national emergency teams on the occasion of each mission in the field by all Federation or ICRC delegates.
- During the quarterly missions of the regional delegates to each national society, each national society's level of disaster preparedness will be evaluated.
- A joint mission composed of a Yaoundé ICRC delegate and a Yaoundé Federation delegate will be carried out in March 2003 in DRC, CAR; Chad and Equatorial Guinea. The mission will evaluate the level of national society preparedness.

**Critical assumptions**

- The national teams are set up and regularly coached.
- The national societies choose the best supervisory staff by taking skills into account.
- The regional emergency stock is coordinated.
- Communication channels between national society headquarters and the branches, and between the national societies and Yaoundé are effective.

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## 2. Health and care in the community

### Background and achievements/lessons to date

Within the framework of implementing the Ouagadougou Declaration, the eight national Red Cross societies of the Central African sub-region, in concert with all of the African national societies, have committed themselves to:

- Having a real impact on the health of vulnerable people
- Coping with the HIV/AIDS pandemic
- Better coaching and supporting the volunteer network

The countries of Central Africa are constantly confronted with a number of priority health problems. As poverty in these countries increases, the consequences of a lack of nutrition and a lack of vaccination programmes, health services have weakened capacities for individuals to fight disease. Superstition, tradition and basic ignorance of prevention are also largely responsible for some of the major health problems such as:

- AIDS, which has spread above all as a result of the growth of a certain style of prostitution, sometimes hidden on account of cultural pressures, and of armed conflicts that produce mass population movements and very often give rise to sexual violence. The prevalence of the HIV infection is extremely high, especially among young people and prostitutes; more than half of hospital beds are occupied by AIDS patients, a category of people who are systematically marginalised and rejected by communities.
- The cholera and meningitis epidemics that strike after floods and drought respectively.
- Malnutrition due to poverty, climate conditions, wars and other conflicts, a lack of education and overcrowding in the urban areas, or in case of internally displaced persons, a lack of access to food.
- Malaria, due not only to poor environmental hygiene, but also to a limited understanding of how to prevent mosquito bites, together with a basic lack of protective equipment and products.

Whenever an epidemic or other disaster occurs, volunteers are mobilized to bring emergency relief. But no real ongoing health education programmes exist. Volunteers are organized for social mobilization during the national vaccination days against polio and the other diseases in the Expanded Programme on Immunisation (EPI). However, no action has yet been taken at the level of the national societies to broaden the network of their volunteers by transmitting knowledge and know-how. Thus, when an epidemic or other disaster occurs, new volunteers repeatedly have to be trained.

The various evaluations carried out in the countries of the region of Central Africa show the situation to be extremely serious:

- Three countries are experiencing internal conflicts, with displacement of populations in the interior and across the borders; the result is that the population is weakened, malnourished and increasingly vulnerable to diseases and epidemics.
- Young children of up to five years of age pay a heavy tribute to diarrhoeal conditions, while other diseases such as measles take many victims on account of the lack of adequate vaccination programmes.
- Climate disasters are also an obstacle to development. In effect, drought and flood alternate in the region and, in addition to nutritional problems, give rise to meningitis in the dry season and cholera in the rainy season, which together with the endemic status of malaria take thousands of victims every year.

In 2001, meningitis claimed 2,500 victims in Chad, CAR and Cameroon, while cholera affected close to 5,000 people in Chad and Cameroon.

In addition, re-emerging diseases such as sleeping sickness, measles and tuberculosis are causing havoc among the rural population. Cases of yellow fever have been declared in West Africa, fortunately very quickly held in check, but giving cause for concern about its more widespread propagation in the future. In 2000, UNAIDS estimated the number of new cases of HIV in CAR, Gabon, Equatorial Guinea, Chad, Cameroon and Sao Tome and Principe at more than 100,000. The age group most affected is that of persons from age 15 to 24 years.

The health indicators are extremely alarming:

	Infant mortality rate/1000	Maternal mortality rate /100,000	Prevalence of HIV positive	Cases of meningitis in 2001	Cases of cholera	Rate of access to potable water
Cameroon	94	430	11.00%	665	100	46%
CAR	113	1 100	13.83%	2'584	NA	42%
Congo Bra	81	NA	6.43%	0	NA	66%
DRC	128	NA	5.07%	0	NA	32%
Gabon	85	600	4.00%	0	NA	33%
Equatorial Guinea	108	NA	1.21%	0	NA	5%
Chad	118	830	7.00%	6'695	2'000	32%
Sao Tome & Principe	60	NA	<1.00%	0	NA	18%

To respond to these scourges that hit the population so hard, the national societies of the region have committed to the ARCHI 2010 process, which began at the partnership meeting together with the ministries of health in June 1999. This meeting adopted the fields for intervention and the strategies and the actions to be undertaken by volunteers to support the activities contained in the health development plans of the various countries.

To ensure better transition to the ARCHI 2010 process, a pilot study was undertaken in CAR. The conclusions showed that better management of volunteers is the key to the success of primary health care programmes.

Aware of the benefits they can derive from the volunteer network, the health ministries of the countries of the region regard the national societies as privileged partners. The programmes the national societies have planned for 2002, issuing from the activities carried out in 2001, aim to consolidate past achievements and continue with the activities in progress. At the intermediate evaluation meeting in June 2001, the national societies of the region decided upon the following health priorities for 2002:

- The fight against HIV/AIDS
- Reduction in the incidence of malaria
- Water and environmental sanitation
- The fight against epidemics and the diseases of the EPI

The programmes will be set up in an integrated fashion through the volunteer network. The health programmes for 2002 will have the following tasks:

- To consolidate the gains of earlier years
- To continue the programmes in progress

**Goal** To contribute to improving the health of vulnerable populations by strengthening the operational capacities of the eight national Red Cross societies so that they can participate effectively in the health activities of their countries. Reduced transmission of HIV and minimized negative impact on those infected and affected. Breaking the silence on the HIV/AIDS pandemic will be key to achieving this goal and will be built into all activities.

The programme further aims to strengthen the volunteer management capacities of two local branches per national society, to enable them to provide the best community health services, especially with regards to the fight against sexually transmitted diseases, HIV/AIDS, malaria, malnutrition, diarrhoeal diseases and epidemics.

## Objectives and activities

**Objective 1** To support the eight national societies in their contribution to the fight against HIV/AIDS.

Activities to reach this objective are:

- Raising of awareness among youth by peer education: The peer educators will be trained in the schools using the Red Cross clubs as a basis. Each peer educator will train one person in peer education. Thus by a process of duplication, 500 peer educators will be trained by the end of the first year. The peer educators will organize discussion groups in schools and at the centres to be created in the main agglomerations.
- Theatrical performances: Three theatre troupes will be created in each country and will hold performances in the schools and public places on the modes of transmission and means of prevention of sexually transmitted diseases, AIDS, the stigma of AIDS, and the encouragement of people living with HIV to live in a positive manner.
- Creation of discussion centres: These are meeting places for young people where they will have the opportunity to discuss the problem of sexually transmitted diseases and AIDS. The activities, organized by the peer educators, include debates and video projections on AIDS.
- Documentation on sexually transmitted diseases is made available there to the public. Each national society will create three discussion centres in the large towns each year. To attract a maximum number of young people, games such as table football, board games, and basketball will be set up at the discussion centres.
- Support for 500 people living with HIV.
- Train the patients' family members in home care. The peer educators will each identify between two and three patients in their community and will train the members of patients' families in primary care techniques using tool kits developed for this purpose.
- Provide psychological support for people living with the AIDS virus.
- Advocacy among community and religious leaders: The peer educators, with the support of the local branches, will increase the awareness of traditional leaders, opinion leaders and religious leaders to engage them in the programme to combat sexually transmitted diseases and AIDS. Thus on the occasion of public or religious events, the peer educators may speak to raise public awareness. This work will be bolstered by the presence of musicians.
- A number of target groups will be identified to participate in the campaign against sexually transmitted diseases and AIDS: The peer educators will train more peer educators in the truck drivers union, among prostitutes and within religious movements, including Catholic, Protestant, and Muslim.

**Objective 2** To provide the national societies with the financial and technical training and support for the post of national coach.

Activities to reach this objective are:

- Providing a monthly subsidy to each national society to support a full-time post of national coach.
- Providing funding for four follow-up and coaching tours for each of the eight national coaches in the two localities where the programme is being tested.
- Providing each national society with awareness-raising and education aids for volunteers.
- Producing garments and other articles to motivate volunteers, such as Red Cross outfits, caps, tabards, badges, key-rings, and volunteer kits.

**Objective 3** To assist each national society in training and providing financial and technical support for two regional coaches.

Activities to reach this objective are:

- Training two regional coaches in each national society.
- Allocating a monthly indemnity to each regional coach for part-time work, at 15 days per month.
- Providing each national society with two mopeds for the regional coaches

**Objective 4** To help each national society to train and provide technical support to 10 local coaches in each of the two regional branches.

Activities to reach this objective are:

- Providing each local branch testing the programme with bicycles to facilitate the supervision of the team leaders.
- Helping the regional coaches to design pedagogic aids for training local coaches in their respective localities.
- Once a month, the regional coaches will organize a two-week supervision and coaching tour of the team leaders in the localities

**Objective 5** To support the national societies in reducing the incidence of malaria.

Activities to reach this objective are:

- Training volunteers in awareness-raising techniques for sanitation of the environment and the use of impregnated mosquito nets.
- To support coaches, supervisors and the team leaders in organising volunteers in their communities to raise awareness about malaria.
- To support the national societies to set up a mosquito net impregnation system. Each national society will chose 20 local branches for the first year to set up the mosquito net impregnation system in collaboration with UNICEF, which will ensure the provision of mosquito nets at an economic price. In the second year, the impregnation system will be extended to all countries of the region. Only the initial funding for the impregnation products will be provided to the national societies. By cost recovery, the local committees will be able to purchase impregnation products.

**Objective 6** To assist the national societies in participating effectively in the fight against diarrhoeal diseases and epidemics.

Activities to reach this objective are:

- Helping the national society of the region to participate in the polio eradication campaign and the measles initiative by strengthening the capacities of the volunteer network.
- To support coaches, supervisors and team leaders in organising volunteers in their communities to raise awareness about diarrhoeal diseases.

### **Expected results**

- 10,000 young people in each of the countries will be familiar with the modes of transmission of HIV/AIDS and will use condoms.
- 500 young people will participate in peer education activities in each country.
- Twenty-five percent of the religious movements identified will participate in the programme to combat sexually transmitted diseases and AIDS.
- Twenty-five percent of opinion leaders identified and 10 percent of truck drivers and prostitutes will participate in the fight against AIDS.
- 500 persons living with HIV are supported by peer educators and their families.
- Twenty-four discussion centres will be active.
- A national coach will be employed full time in each national society.
- Technical tool kits will be established.
- Each committee will have increased the volunteer loyalty rate by at least 30 percent.
- Each regional coach will undertake a supervisory mission at least once per month with at least 75 percent of the teams within his remit.
- Each branch will have organized volunteer teams in at least 50 percent of its territory, providing them with quality coaching and supervision. They will carry out awareness-raising activities among the community on the priority problems of community health, such as sexually transmitted diseases, AIDS, malaria, cholera, and meningitis.
- Each branch will have increased the volunteer loyalty rate by at least 30 percent.
- Twenty local coaches will supervise teams of five volunteers to organize their communities in two regional branches per national society.
- 300 young people per country will have mastered environmental sanitation techniques and will help the population clean up the wet areas where mosquitoes breed.

- Through the Red Cross, each team of five volunteers will offer the community at least one hour per week for awareness-raising activities; ten families per week will be instructed on the use of impregnated mosquito nets and the organization of environmental sanitation activities.
- The mortality rate of malaria is reduced by 25 percent.
- 1,000 volunteers in each country participate in the national vaccination days and epidemiological monitoring of acute flaccid paralysis and epidemics.
- 100 percent of children under the age of five years will have been vaccinated against polio and measles.
- The quality of monitoring of acute flaccid paralysis will have been improved.
- The number of victims of epidemics will have been reduced by 25 percent.
- The morbidity and mortality of water-borne diseases will have been reduced by 25 percent.

### **Indicators**

- In each local branch, a network of at least 300 volunteers organized in 60 five-person teams has been set up and is working in the community.
- In each local branch, each team is led by a team leader.
- In each locality, 10 teams are supervised by a zone supervisor.
- In each local branch, 10 zone supervisors are accompanied by a regional coach.
- In each locality, each volunteer offers one hour per week to the community and ensures follow-up and awareness-raising for sexually transmitted diseases, AIDS and the fight against malaria for 10 families.
- At least 10 percent of the people receiving information on AIDS voluntarily take the HIV test.
- In the health centres, malaria morbidity has fallen by at least by 15 percent for the community as a whole.
- The mortality of cholera and meningitis epidemics has been reduced by at least 40 percent.
- The number of condoms sold.
- The number of schools running peer education activities.
- The number of persons living with AIDS with a positive attitude.
- The number of families using impregnated mosquito nets.
- The number of water sources cleaned up.

### **Monitoring and evaluation arrangements**

- The health ministry services, the regional health delegate, the regional ARCHI delegate and the doctor responsible for the national society health services will collaborate at different levels in programme implementation.
- The national AIDS programme coordinator will ensure execution of the different aspects of the HIV/AIDS action plan and report to the national society health officer. The national coordinator will provide strategic support to supervisors in the provinces. There is one supervisor for each programme.
- The provincial supervisor ensures programme implementation in the districts of his or her province or the prefecture. He or she determines the training needs of the coaches and provides them with operational support.
- Each level sends a monthly follow-up report to the next higher level.
- For the HIV/AIDS programme, a study of behaviour, attitude and practices will be undertaken at the level of the establishments and districts before it starts and after one year to measure the impact of the programme.
- At the start of the programme, the regional delegation will sign a memorandum of understanding on its implementation, which will set out the responsibilities of each body of the Movement with regard to putting the plans of action into effect.
- Each quarter a follow-up mission will be assured by the regional delegation to gauge the progress of the programme, its real impact on the national society, including strengthening of local branches and visibility and pertinence of community activities; volunteers, including coaching, management structure and loyalty-building; and beneficiary communities, including positive changes in behaviour, membership and support of the programme on the part of beneficiaries.
- A national evaluation will be carried out at the end of the year so as to measure the impact of the programme and improve strategies.
- The national society general secretariat; the provincial representatives, such as a supervisor, a coach and the secretary of the provincial branch; representatives of the bodies of the ministry of health at the different levels will participate in evaluation.

The results of the evaluation will be shared with volunteers and partners.

**Critical assumptions**

- No lack of funding.
- National societies in the region continue to take the initiative for their own development.
- Supervisory structure is put into place.
- There is commitment by local communities.
- Civil and military unrest does not increase.
- There is an explicit volunteer management policy.

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### 3. Fundamental Principles and humanitarian values

#### Background and achievements/lessons to date

The sub-region of Central Africa covers eight countries, all politically unstable. Since the country delegation covering the Congos covers these two countries, the function of the regional delegation is to provide back up at a regional level.

Internal conflicts have an impact on the entire sub-region. Suspicion, intolerance and corruption hold back the democratization process. Globalization and the regular decline in world prices for raw materials, especially farm products, a major source of state revenues, worsens the economic situation and favours the unemployment of young people and the rise in delinquency and criminality.

The eight Central African Red Cross societies all have poor organizational development. Natural disasters, population movements and epidemics comprise their main activities. Most of them suffer from a shortage of equipment, resources and paid staff. The generally underdeveloped communications networks hamper communication between headquarters and the branches, slowing down operations.

The CAR Red Cross has a fairly dynamic information service that provides regular, professional reports on national society activities. It is the only one that has collaborated with a group of journalists, friends of the Red Cross, for many years. Since the management team was changed in November 2000, a new management style has been adopted opening the national society up to the population and the local media. All the other national societies only put out a bulletin now and then and make a few radio broadcasts.

Furthermore, some national society leaders still feel that producing activity reports and open management are constraints, whereas information and reporting are key to recognition and fund raising.

The regional delegation lacks an information service and thus has not yet been able to set up or strengthen appropriate structures in the eight national societies in the region, so as to promote and disseminate the Fundamental Principles and give prominence to Red Cross work. As a result, our activities are mostly '*confidential*' or '*intra muros*.'

Donors are poorly informed of the problems in the regions and show little interest in our programmes. The population and governments are unaware of our role and activities.

#### Orientation

To remedy this situation, we will set up an information and reporting service which will provide the Secretariat and non-regional national societies access to better information on the activities in the region. It will produce reports on our activities for all of our partners and will establish ties with the media.

We will pursue the regional delegation's orientation in the area of humanitarian values towards young people and women, increasing young people's awareness of the ideals of peace and fraternity and setting up a regional women and development network. Promotion of the Fundamental Principles and humanitarian values will play a role in changing behaviours in the community, contributing to education for peace and promoting the building of civil society, as proposed in Strategy 2010.

**Goal** Promotion of a culture of peace in the eight national societies and enhanced visibility of Red Cross humanitarian services for vulnerable groups.

#### Objectives and activities

**Objective 1** Elaborate a communication and information strategy at the regional delegation for Central Africa.

Activities to reach this objective are:

- Evaluate each national society's human resources, logistics and financial potential.
- Identify one person in each national society and improve his or her training in communication techniques.
- Propose a regional action plan.

**Objective 2** Help the eight national societies become aware of current events and needs in the countries.

Activities to reach this objective are:

- Organize a workshop on information processing for each national society.
- Produce a monthly newsletter in each of the national societies, relating activities, needs and events in the country.
- Gather all these data at DRAC and regularly put out a summary document. Exceptional events will receive special coverage and a special report will be made.
- Organize a regional seminar and develop a regional information and communications strategy with the information officers in each national society and a journalist contact of the Red Cross.

**Objective 3** Improve operations reports in each national society.

Activities to reach this objective are:

- Train the national society information officers and delegates in standard procedures and techniques for drafting reports.
- Elaborate reports using the Federation's standards.
- Co-ordinate information and appeals bulletins at the regional level.
- Draft the quarterly report on the regional programme, annual reports and final reports.

**Objective 4** Increase the visibility of the national society and the Federation in Central Africa.

Activities to reach this objective are:

- Create an information network with the media interested in the Red Cross, and develop advocacy for national society actions.
- Participate in information campaigns that include press, radio, and television.
- Make a contribution to the IRIN and Reuters network.
- Produce a brochure on the regional delegation.
- Provide technical assistance for fund raising organized in the region.
- Produce promotional items and other publicity materials for national society use.

**Objective 5** Support the regional activities of young people for the culture of peace in the areas of pedagogy and finance. As actors of change, young people will be special partners of the programme promoting the culture of peace.

Activities to reach this objective are:

- In each national society, support the youth clubs and theatre groups for their performances in primary and secondary schools and in universities.
- Organize meetings and debates on the culture of peace.
- Promote the organization of sports events among the young people from the different districts and different cities in the eight national societies.

**Objective 6** Set up a regional "gender and development" network.

Activities to reach this objective are:

- Promote the creation of a women's association in each national society.

- Support the identification of micro-projects that they will develop to learn how to share and to strengthen solidarity.
- Organize a regional meeting on “gender” with the leaders of associations, national society women’s departments and representatives of international organizations or national NGOs that specialized in this area.

### **Expected results**

- A real communications strategy has been set up; the impact will be assessed at the end of 2002.
- The Federation Secretariat, the non-regional national societies, the donors and the private sector are better informed of needs and results in the sub-region.
- Better communication has been established with the other national and international organizations, and regular contact with the media occurs. The general public will be better and more regularly informed of national society activities in the region.
- Interest of non-regional national societies, non-traditional donors such as embassies and businesses, and the different media in the eight national societies and the regional delegation will be enhanced, as reflected in more pledges and a higher level of contributions.
- National societies participate more actively in the information network, the bi-monthly update and exchanges with the other national societies in the region.
- Each national society organizes a weekly performance followed by discussion, such that 9,000 young people are made aware of the culture of peace in each of the eight countries in the sub-region, totaling 72,000 young people by the end of 2002 and 144,000 by the end of 2003; sports events are organized in each country three months prior to the 8 May event; more than 4,000 young people from all ethnic backgrounds and groups have a friendly meeting with sports events organized by the national society.
- Each national society will coach between three and five women’s groups. Five micro-projects will be launched in each country benefiting at least 30 women per group, such that between 90 and 150 women are involved per national society in 2002.

The regional delegation will adapt activities according to the results, new needs and new proposals, and make another evaluation at the end of 2003.

### **Indicators**

- The delegation actively co-operates with other partners on the occasion of different events in the region. Its relations with all the international organizations are visible. The governments approach their national societies more.
- At least two national societies have promoted the creation of a club of “journalist friends of the Red Cross” in their country, like the one for the DRC Red Cross. The level of DRAC and national society co-operation with local and international journalists and their number will show the success of this program.
- The image the general public has of the Red Cross in each of the eight countries; the number of new local partners and/or the increase in local contributions will increase.
- Non-regional national societies actually contribute to DRAC programmes totaling at least 60 percent of the pledges in May-June 2002.
- At least five of the eight national societies send DRAC monthly information on their activities. The number of articles and publications from the regional delegation will demonstrate the success of this.
- At least 10 percent of young people between the ages of 10 and 20 in targeted schools and universities have become aware of humanitarian values and the culture of peace. The performance groups or other Red Cross youth artistic groups put on at least 60 percent of the performances and sports events programmed.
- Self-reliance of women’s groups is supported, with the financial resources from their micro-projects.

### **Monitoring and evaluation**

- A quarterly progress report on each programme will help analyze constraints.
- Regular work meetings are held with the head of delegation.
- A regional meeting in June 2002 will help improve and ensure future projects; eight national societies, non-regional national societies, and other partners will comment.

- A questionnaire will be sent to non-regional national societies and the eight national societies for comment.
- Two DRAC resource persons will evaluate the programme at the end of 2002; the results will be used to refocus actions for 2003.

**Critical assumptions**

- Donors provide funding.
- Two local staff are employed full time.
- Communication tools in the region improve.
- The Red Cross leaders in the region commit to information as a tool to make their national society credible.

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## 4. Organizational development

### Background and achievements/lessons to date

The socio-political situation in some countries, such as Sao Tome and Equatorial Guinea, has favorably evolved. But in most of the eight countries in Central Africa covered by the Federation's regional delegation, the situation remains precarious. Democracy is in its infancy; national economies depend heavily on foreign trade and undergo the effects of globalization, which negatively affects most of the low-income population. Poverty is everywhere and is gaining ground within the particularly vulnerable groups, women, children, the elderly and, more still, among the refugees and displaced persons.

The aim of the development programme in Appeal 2001-2002 was to strengthen the capacities of the national Red Cross societies in the sub-region so that they can better fulfill their humanitarian mission by offering services adapted to the situation of the most vulnerable.

A vision based on the desire to build an identity and regional co-operation was the driving force, but the all-inclusive, collective approach required by this vision unfortunately did not really highlight the specific characteristics of each of the eight national societies. When implementing the development programme, an effort was made, not without difficulty, to refocus on important special needs. Funding of the projects planned only began in June 2001, which put a hamper on the regional delegation's efforts to support the national societies.

Most of the national societies still have a major need to strengthen their human, material and financial capacities, but these needs must also be set in each national context and its priorities. Details are contained in a separate document.

The present programme concerns Chad, Cameroon, the CAR, Equatorial Guinea, Gabon and Sao Tome and Principe. The two Congos are the object of a separate appeal.

**Goal** The purpose of the organizational development programme for the period 2002-2003, based on lessons from the past year while working for strengthened, regional co-operation, is to accompany each national society's development process and activities so as to strengthen them as organizations.

### Objectives and activities

**Objective 1** Help the Red Cross societies of Cameroon, Gabon and the CAR improve their legal base so that they enjoy good governance and democratization, allowing all competent persons to have access to the different positions, with a special interest in young people and women, and have competent technical officers to provide efficient services to the most vulnerable.

Activities to reach this objective are:

- Provide financial and technical assistance to the Cameroon Red Cross to revise the statutes and to hold an ordinary general assembly, and to the Central African Red Cross to hold an extraordinary general assembly.
- Provide support and coaching for the restructuring process of the general secretariat of the Gabonese Red Cross and the Central African Red Cross with regards to the definition of posts, profiles, recruitment, and training.
- Give pedagogical and financial support to hold two workshops on good governance for the elected members and employed officers, consisting of 100 persons in each of the three national societies in Cameroon, Gabon and CAR, at both national and branch levels.
- In each national society, train officers for the technical services at the headquarters and officers in local branches in planning approaches and techniques, such as identification, project and programme development, follow-up and evaluation, and report drafting.

**Objective 2** Help the Gabon, CAR, San Tome national societies assess the population's vulnerable points and to elaborate or finalize coherent plans and programmes.

Activities to reach this objective are:

- Organize two vulnerability and capacity assessments (VCA) workshops for the Sao Tome and Principe Red Cross.
- Support the elaboration of action programmes adapted to the three national societies in accordance with the orientations in the country assistance strategy.

**Objective 3** Support the Gabonese Red Cross in the elaboration and implementation of an effective financial management and logistics system and procedures.

Activities to reach this objective are:

- Provide the Gabonese Red Cross with technical support to set up a financial management and logistics system and procedures.
- Provide financial support to hire one accountant for the Gabonese Red Cross. The skills of the present accountant will thus be enhanced through further training and paying this monthly salary for one year.

**Objective 4** Help the Red Cross societies of the CAR and Chad elaborate a policy to develop financial resources which will also enhance their capacity in the areas of communication and awareness raising.

Activities to reach this objective are:

- Provide the services of an external consultant to elaborate a marketing strategy and to work out a financial resource development plan for the national societies in the CAR and Chad.
- Train accountants, treasurers general and treasurers of local branches to prepare financial reports.

**Objective 5** Support the national societies of Chad, Cameroon, the CAR, Gabon, and Sao Tome in the preparation of their volunteer policy and in the implementation of their volunteer-management system, and strengthen the participation of young people and women in the planning process.

Activities to reach this objective are:

- Support the elaboration of a volunteer-management policy within each national society, in co-operation with the ARCHI regional delegate.

**Objective 6** Support implementation of the system in two branches in each national society through ARCHI activities.

Activities to reach this objective are:

- Help strengthen the capacities in two local branches per national society and support testing of the volunteer-management system through
  - structural support, focusing on materials, work equipment and training
  - health projects, women and young people
  - income-generation projects
- Give financial support to repair and equip the headquarters of the Augotarès regional branch of the San Tome Red Cross.

### **Expected results**

- Revised statutes conform with the Federation's relevant guidelines; the legal base of the national society in Cameroon, Congo, Gabon and the CAR is strengthened.
- The roles and responsibilities of governance and management are well defined and respected both at headquarters and in the branches of the national societies in Cameroon, Gabon and the CAR.
- Access to posts with responsibility is effectively open to all competent persons; more young people and women have access to posts with responsibility.
- A logistics and financial management system and procedures are worked out and in use in the Gabonese Red Cross.
- Each national society presents narrative reports to conform with donors' and the Federation's standards.

- A financial resource development plan is worked out for the Red Cross societies in the Central African Republic and Chad; the marketing strategy identified is implemented.
- The image of the CAR Red Cross is improved among political authorities and heads of business, possibly resulting in easier access to funding sources in the country.
- Each national society has defined a volunteer policy in line with the Federation's relevant guidelines.
- Each of the two branches supported by DRAC in each national society has trained and put in place a regional coach and local coaches at the different intermediate levels to monitor volunteers at the grass roots level.
- Each of the two branches has worked out and implemented an activity programme effectively involving young people and women in the planning process.

The results in 2002 will be used to extend the experience and regional delegation support to three other branches in 2003.

### **Indicators**

- The joint ICRC-Federation commission in Geneva agrees to the revised statutes of the Cameroon Red Cross and the Central African Red Cross, and these statutes are adopted by the respective national society's general assembly.
- At least 60 percent of the elected members and employed officers at the national level and in the branches have participated in two workshops on good governance and have a better grasp of the complementarity between the roles and responsibilities of governance and management.
- At least the accountant and the treasurer general in each of the eight national societies knows how to prepare financial reports correctly in line with Federation standards.
- Existence of a network of at least 300 volunteers organized in 60 five-person teams, totaling between 100 and 150 volunteers for Equatorial Guinea and Sao Tome, are in each country and in each of the two regional or provincial branches supported by DRAC.
- Each team is headed by a team leader who coaches correctly.

### **Monitoring and evaluation**

- The regional development delegate will have at least one working session with the statutes revision commission in Cameroon and the CAR in collaboration with his ICRC counterpart.
- The regional development delegate will follow up the draft of the statutes to be sent to the joint commission in Geneva, and will ensure comments to finalize the statutes are implemented. The national society gives reports on the dates indicated in the support contract signed with DRAC for each project.
- The regional delegates go on mission to the national societies throughout the year. On each visit, each delegate meets the main national society partners to advocate for its programmes and to strengthen local partnerships.
- The regional development delegate makes a joint visit with the regional ARCHI delegate at least to the two regional branches supported per country.
- Each regional ARCHI coach provides coaching to the area coaches and helps them to follow the team leaders to plan and follow the volunteers' community activities and to write weekly activity reports. He or she provides the national ARCHI coach with monthly reports, based on the reports from the area coaches and the team leaders.
- The national society management committee will evaluate the work of the national society general secretariat with support from the regional delegation, assessing the amount of change in how the structures function and its impact on the quality of services provided.
- An end-of-year evaluation, together with the regional ARCHI delegate, will show the amount of change in how the structures function and the impact on services provided by the branches.

### **Critical assumptions**

- The desire for personal power does not trigger open rivalry among the national society officers; national society internal problems do not hamper progress; the democratic approach is accepted.
- Donors show interest in the Central African sub-region or in certain national societies.

- The upcoming municipal and legislative elections in Cameroon, the socio-political situation in the CAR, or the rebellion in the north of Chad do not lead to major unrest, increased insecurity and the risk of conflict in the countries.
- Natural disasters do not slow the development programme in some national societies as a result of emergency actions.

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## 5. Regional cooperation

### Background and achievements/lessons to date

The political, economic and social situation prevailing in the countries in the sub-region has kept the national societies from developing. Most of them suffer from poor organizational development.

Based on the Kampala Declaration and the recommendations from the 1996 evaluation of assistance to the national societies in the region, the regional delegation and the national Red Cross societies have set up a process of close collaboration, co-operation and mutual assistance in the sub-region.

This process fits perfectly in the strategic directions of Strategy 2010, in particular with regard to “working together effectively through programme co-operation, long-term partnerships and funding as well as more active advocacy,” as quoted from the document.

These strategic directions and concern for effective added value in our actions in the field were reaffirmed in the Ouagadougou Declaration in September 2000. The African national societies committed to act as an international federation in the areas of health, HIV/AIDS, food security and voluntary service.

The regional delegation for Central Africa has always asserted that a complete set of co-operation strategies, approved by all of the partners of the national societies in the sub-region, needed to be put in place and used as a frame for carefully-designed humanitarian action and capacity-building programmes. Three big meetings marked 2001.

- In January, the regional delegation organized a meeting in Geneva with contributing national societies to increase knowledge of the concerns of the national societies, the region’s approach and the programmes to support capacity building.
- This first meeting was followed by a planning meeting at Douala with the Secretaries General of the eight national societies and with the participation of the president of the co-ordination committee from the Congolese Red Cross, the ICRC and only one bilateral field delegate with the DRC.
- The partner national societies in the region, including France, Great Britain, Spain, Sweden and Switzerland, Federation representatives from the Africa department and the health department, along with national societies in the sub-region, participated in the June partnership meeting, formerly called the joint meeting, in Yaoundé and took stock of how programmes and the partnership were evolving. It was noted that, half way through the year, regional programmes to support the national societies had advanced very little due to insufficient funding. The partner national societies present noted the efforts and willingness of the national societies and the regional delegation and, while underscoring how much bilateral co-operation they were involved in, reaffirmed their commitment to support the regional approach to work as a Federation. This renewed commitment took the form of concrete funding, enabling DRAC to provide the eight national societies more effective support the rest of the year.

The current process will make it possible to maximize the use of human resources, facilitate participation in decision making and strengthen national society capacities.

It will promote coherent, controlled development of all of the national societies in the sub-region. It needs to be consolidated through exchanges and the use of internal skills as identified by each national society to meet specific needs. The regional strategy must also increasingly involve the leaders in the different regional activities.

**Goal** Strengthen regional dynamics for consultation and mutual assistance among the eight national societies in the sub-region, and co-operation with the partner national societies to work together as a federation, so as to provide a more effective response to the needs of the most vulnerable persons.

### Objectives and activities

**Objective 1** Encourage national society participation in the drafting, implementation and evaluation of regional action plans.

Activities to reach this objective are:

- Hold a yearly meeting of the secretaries general of the eight national societies so as to plan DRAC support activities for their programmes with the participation of bilateral delegates in the field and the ICRC.
- Hold a yearly meeting of the presidents and secretaries general of the eight national societies with the participation of the non-regional national societies and other partners, so as to assess the regional activities and the partnership and to define regional policy orientations for the coming year.

**Objective 2** Energize regional resources so that the national societies in Central Africa can meet their needs.

Activities to reach this objective are:

- Update the regional resource and skills data bank in the different areas where the Red Cross is active.
- Support the recruitment and training of regional resources.

**Objective 3** Encourage the exchange of information, experience and skills among the national societies in the region in the areas where the Red Cross is active.

Activities to reach this objective are:

- Strengthen the radio and pactor communications network among the national societies in the region in co-operation with the ICRC.
- Provide pedagogical and financial support so that members of governance and management can make study trips to those sister national societies in the sub-region that have developed their capacities in specific fields in order to exchange experience and knowledge.
- Finance two trips for the president of the co-ordination committee to attend the general assembly of two national societies in the region.

### **Expected results**

- The national societies in the sub-region decide on action plans and strategy at the regional level, bearing in mind capacities, needs and the Red Cross mission.
- The needs of each national society and the priority regional needs are better understood by the partners and receive more appropriate support in 2003.
- The president of the co-ordination committee takes advantage of his participation in two national societies' general assemblies to advocate for regional co-operation with the different partners.
- The Federation regional delegation has the role of co-ordination leader for co-operation.
- The network of resource persons in the sub-region is active and has skills available to take part in operations and to support national societies in capacity building.
- Radio communication in the region improves, facilitates daily circulation of information among the national societies and supports the work of the regional delegation should the other means of communication with the national societies not be available. Field operations are better monitored.
- Information on epidemics in the border areas is easily shared among the national societies in the sub-region.
- Communication costs decrease.
- National societies in the region operate smoothly thanks to regularly shared information and exchanges.

### **Indicators**

- The quality and level of participation of the presidents and secretaries general in the region in developing regional programmes.
- Holding at least two yearly regional meetings and the production of regional action plans.

- The number of national society initiatives to exchange skills and the percentage of success, which would be at least four of the eight national societies having made study trips and exchanges with the other countries in the sub-region.
- Regular, good communication among the national societies, and between them and DRAC.
- Lessons drawn from exchange trips and resulting new initiatives.

### **Monitoring and evaluation**

- The regional co-ordination group will facilitate two meetings annually and will follow all activities throughout the year.
- The president will be in regular contact with the regional delegation.
- He will make two reports in the year.
- The president of the co-ordination committee will report on regional activities and make recommendations.
- Each national society will present a mid-term evaluation of support from DRAC or the bilateral partner and will indicate any necessary refocusing at the June 2002 partnership meeting.
- DRAC will present its mid-term evaluation, and the partner national societies will also present their own assessment of progress made.

### **Critical assumptions**

- Appropriate financial support is received or financing is available fairly early in the year.
- Internal institutional problems support the national societies' normal functioning; there is no confusion in the roles and responsibilities of the different bodies nor a lack of competent leaders.
- Armed conflicts do not break out in several countries at a time.

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## 6. Coordination and management

### Background and achievements/lessons to date

In 1998, the regional delegation for Central Africa (DRAC) left Brazzaville, Republic of Congo for Yaoundé in Cameroon and was established as an extension of the Federation Secretariat in the field in order to monitor, support and co-ordinate the national societies' programmes and operations in eight countries of the region.

Based on the strategic directions of the Secretariat, the regional delegation established a plan of action. In 2001, it pursued reinforcement of the programmes and activities started in 1998 in health, organization development, regional co-operation, disaster response and humanitarian values, as well as communication.

The regional delegation has been striving to become a true platform for the national societies of the region where these can rely on expertise and bring together partnerships with components of the Movement and other regional humanitarian players. The regional delegation also aims to play a more important role to advocate on behalf of the national societies on important and sensitive issues which need flagging.

The priority is to assist the national societies in identifying their strengths, weaknesses and problems and to define their priorities, measure the efficient organization and systems, effective human resource management, set objectives, focus programming, and measure performance. These should be undertaken in addition to examining how to implement them with improved communication and satisfactory reporting for donors.

In order to better assist the national societies in identifying problems and establishing priorities, the regional team would need to be reinforced with a delegate focused on communications and humanitarian values.

For better resource management, it is planned that the financial reporting for Central Africa to report through the regional finance unit in Abidjan.

**Goal** Assure the continuity in the work already established towards development in the capacities of the national societies, and co-ordinate bilateral and multilateral programme implementation in the region.

### Objectives and activities

**Objective 1** Have an effective regional delegation with a strong qualified team to assist national societies in responding to the needs of the most vulnerable and to emergency operations.

Activities to reach this objective are:

- Workshops and technical training sessions will be delivered to staff in the use of computers, the e-mail and Internet, computers, and software so that they may be efficient and updated in the latest communications tools.
- Updating sessions with the teams and assuring an understanding of the Federation mission and Strategy 2010.
- Prepare and co-ordinate information bulletins, emergency appeals and obtain adequate reporting.
- Respond to the needs of the national societies and provide administrative as well as logistical back-up in the region.
- Issue regular reports according to the minimum reporting standard and according to specifics required by donors.
- Assure regular and optimal control checks to verify that the delegation is working efficiently.

**Objective 2** Provide updated technical support to the national societies of the region and to the Federation delegation in the Congos in financial management.

Activities to reach this objective are:

- Training of accountants, treasurers and all finance staff of the national societies in the eight countries to build capacities in accounting, financial management, the follow-up of proper financial procedures and control.
- Explain the importance of proper coding to allow for better follow up.
- Close communication on the importance of accountability, transparency and the responsibility of proper financial reporting of activities and programmes.

**Objective 3** Assure a coherent approach and integration of all the regional programmes to conform with ARCHI 2010, Strategy 2010 and the Ouagadougou Declaration.

Activities to reach this objective are:

- Disseminate and monitor the implementation of ARCHI 2010, Strategy 2010 and the Ouagadougou Declaration.
- Conduct regular meetings for implementation and the evaluation of ARCHI 2010, Strategy 2010 and the Ouagadougou Declaration.
- Focus on the implementation of the priority programmes in the region..

**Objective 4** Facilitate co-ordination between the national societies of the region, the ICRC, contributing national societies, and other partners so as to enhance planning, programming and country agreement strategies and provide technical and financial support to the national societies. Guide the national societies in preparation of their strategic development plans.

Activities to reach this objective are:

- Regular meetings with the ICRC regional delegation to keep a coherent strategy to support the national national societies in the region.
- Encourage and help the national societies in developing partnerships with ministries, non-governmental organizations, various UN agencies, embassies and sister national societies.
- Co-ordinate and conduct with the national societies and the ICRC the annual regional meetings.
- Reinforce and train on reporting to build capacities within the delegation and the national societies in order to provide better reporting to donors and develop regional reporting skills.

**Objective 5** Build regional partnerships to allow for more financial diversification and autonomy in the region to support national societies in small, medium and larger scale emergencies.

Activities to reach this objective are:

- Visit and meet with foreign representatives, such as commercial, diplomatic and humanitarian contacts, in each of the eight countries and explain the Red Cross activities in the region.
- Promote the creation of a regional disaster fund to respond to on-going and small disasters.
- Organize events to present activities of the Red Cross and encourage partnerships.
- Advocate and encourage regional personalities in music, sports and the arts to act as ambassadors for the Red Cross.

### **Expected results**

- Organizational structure, systems and procedures within regional delegation will be consolidated to reinforce the efficiency within the regional delegation to reinforce the national societies of the region.
- Implementation and sharing of Federation systems to the eight national societies of the region.
- Have a full understanding of the priorities of the region and the capacities of the national societies.
- Be able to give effective administrative and logistical support to the regional response teams of the national societies in the region.
- The region will have an effective regional response team with local credibility and obtain regional funding for small or ongoing emergencies.
- Have more financial autonomy for national societies and the regional delegation.
- Have proper financial procedures in place with adequate control systems.

- Proper financial and programme management in place with proper understanding of budget control, expenditure control and financial monitoring.
- Be recognized for the role of co-ordinator by all participating national societies in the region and as a platform for information and knowledge sharing.
- Partnerships with other organizations and donors with a better understanding of Red Cross networks.
- Improve the image of the national societies in their respective countries.

### **Indicators**

- Reference to indicators within the appeal programmes.
- Timely reporting both narrative and financial.
- Proper knowledge and use of computer technology and use by the staff and the national societies of the region.
- Increased regional partnerships.

### **Critical assumptions**

- There are no major political disruptions in Central Africa interfering with programming.
- The national societies commit to and embrace the country agreement strategy and the role of regional support.
- That the national societies commit to being well-functioning national societies and to their development.
- That the participating national societies recognize the relevance of a regional delegation in the region.
- Adequate funding.

### **Monitoring and evaluation arrangements**

- Weekly briefings with all the delegates and staff.
- Regular visits of the delegates of the regional delegation to the national societies of the region.
- Visits and regular communication to the national societies and follow-up on the implementation of ARCHI 2010, Strategy 2010 and the Ouagadougou commitments.
- Regular monitoring and evaluation, and when needed, revision of the assistance strategy on a quarterly basis.

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<b>PROGRAMME BUDGETS - 2002</b>							
Central Africa-Drac Yaoundé							
<b>PROGRAMME</b>	<b>DPP</b>	<b>Health &amp; Care</b>	<b>Human. Values</b>	<b>IDRD</b>	<b>Reg. Co-operation</b>	<b>Co-ord. &amp; Mgmt</b>	<b>TOTAL</b>
Shelter & Construction	23'100	0	0	0	0	0	23'100
Clothing & Textiles	22'750	0	0	0	0	0	22'750
Food & Seeds	0	0	0	0	0	0	0
Water	15'600	0	0	0	0	0	15'600
Medical & 1st Aid	33'750	28'650	0	0	0	0	62'400
Teaching Materials	1'200	59'450	0	45'000	0	0	105'650
Ustensils & Tools	20'000	3'600	0	0	0	0	23'600
Other Relief Supplies	6'000	0	0	0	0	0	6'000
<b>Subtotal Supplies</b>	<b>122'400</b>	<b>91'700</b>	<b>0</b>	<b>45'000</b>	<b>0</b>	<b>0</b>	<b>259'100</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	63'300	0	0	0	0	63'300
Computer & Telecom	0	0	0	0	0	0	0
Medical Equipment	0	0	5'600	0	0	0	5'600
Other Capital Equipment	0	0	2'097	0	0	0	2'097
<b>Subtotal Capital</b>	<b>0</b>	<b>63'300</b>	<b>7'697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70'997</b>
Programme Management	35'401	68'270	11'320	36'357	17'072	23'772	192'192
Technical Services	10'597	20'437	3'389	10'883	5'110	7'116	57'532
Professional Services	11'752	22'664	3'758	12'069	5'667	7'892	63'803
<b>Subtotal Programme Support</b>	<b>57'751</b>	<b>111'371</b>	<b>18'466</b>	<b>59'310</b>	<b>27'850</b>	<b>38'779</b>	<b>313'526</b>
Warehousing/Inspection	108	30'072	0	0	108	0	30'288
Transport & Vehicles	25'530	26'470	1'640	18'992	24'896	42'810	140'338
<b>Subtotal Transport &amp; Storage</b>	<b>25'638</b>	<b>56'542</b>	<b>1'640</b>	<b>18'992</b>	<b>25'004</b>	<b>42'810</b>	<b>170'626</b>
Delegates & Expatriates	108'780	121'380	5'600	147'067	88'000	165'285	636'112
National Societies and Local Staff	110'500	365'763	60'685	115'145	35'775	38'270	726'138
<b>Subtotal Personnel</b>	<b>219'280</b>	<b>487'143</b>	<b>66'285</b>	<b>262'212</b>	<b>123'775</b>	<b>203'555</b>	<b>1'362'250</b>
Travel & Related Expenses	60'605	71'172	13'005	36'871	50'870	5'395	237'918
Information	3'200	39'575	13'615	4'200	400	4'040	65'030
Consultants	0	3'100	38'105	7'500	0	4'200	52'905
General Expenses	29'413	76'820	7'560	96'957	20'480	44'760	275'990
Training Workshops & Seminars	0	2'020	0	0	0	0	2'020
Security	6'720	9'720	1'500	8'136	4'800	9'000	39'876
<b>Subtotal Training, Information &amp; General</b>	<b>99'938</b>	<b>202'407</b>	<b>73'785</b>	<b>153'664</b>	<b>76'550</b>	<b>67'395</b>	<b>673'739</b>
<b>TOTAL BUDGET</b>	<b>525'007</b>	<b>1'012'463</b>	<b>167'873</b>	<b>539'178</b>	<b>253'179</b>	<b>352'539</b>	<b>2'850'238</b>