

Appeal 2002-2003



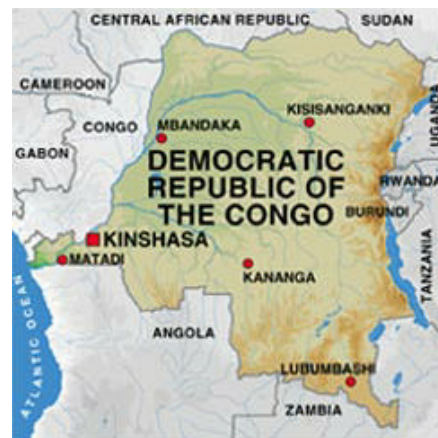
International Federation
of Red Cross and Red Crescent Societies

DEMOCRATIC REPUBLIC OF CONGO & THE REPUBLIC OF CONGO

(Appeal 01.06/2002)

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

	2002	2003 ¹
	In CHF	In CHF
1. Disaster Response	190,592	455,410
2. Disaster Preparedness	452,925	268,526
3. Health and Care	1,541,104	1,456,946
4. Humanitarian Values	125,864	147,926
5. Organizational Development	712,246	412,559
6. Coordination & Management	739,078	866,552
Total	3,761,809	3,616,919



Introduction

National context

The Democratic Republic of Congo (DRC) is one of the largest countries in Africa covering 2.34 million square kilometres. Since gaining independence from Belgium in June 1960, the country has been characterized by political disorders such as rebellions, secessions, tribal warfare and a single-party regime that was in place for almost 32 years until May 1997. After a year of peace, a new civil war broke out in the northern and eastern regions, and the country has remained in a state of internal conflict ever since. A cease-fire agreement was signed on 10 July 1999, supported by all the neighbouring countries directly involved in the conflict.



¹ These are preliminary figures for 2003, and are subject to revision in the course of 2002.

which includes Angola, Burundi, Rwanda, Uganda and Zimbabwe, as well as representatives of the rebel forces. Despite this, conflict continues.

After the assassination of Laurent Désiré Kabila, his son Joseph Kabila was quickly named successor, and the situation in DRC, although still fragile, has provided some hope for a more peaceful future. The revival of the peace and reconciliation process under the auspices of the Lusaka agreements and the ensuing presidential elections pave yet another opportunity for the country to return to normalcy. The process of the inter-Congolese dialogue continues, and all belligerents will hopefully find a path to reconciliation.

Despite its vast natural resources, the Democratic Republic of Congo is now one of the poorest countries in the world, ranking 150th out of 174 with respect to income per capita. Income distribution shows enormous social and regional disparities. According to the ministry of planning's 1995 report, five percent of the population controls 50 percent of the national income, while two of the 11 provinces, Kinshasa and Katanga, account for 25 percent of the country's population and bring in some 52 percent of the national income.

The present socio-economic situation of the DRC is a matter of grave concern with humanitarian consequences. It is characterized by continuing economic decline and widespread poverty among the population, aggravated by the pillaging of 1991 and 1993, the war of liberation of 1996 and 1997, and the present civil war. It is reported that 2.5 million people have died since 1998, either directly through the war or war-related incidents, such as the deterioration of health, famine and malnutrition.

The Republic of Congo (RoC) has seen dramatic changes in the humanitarian situation in Congo Brazzaville with the signing by the majority of belligerents of a cease-fire and cessation of hostilities agreement on 29 December 1999. The increasing number of people returning to their places of origin after one year or more in rural areas or in small villages, especially to Brazzaville and to Pointe-Noire, has increased the need to reinforce social structures to facilitate their settlement without difficulties. Health services, schooling, infrastructures and income-generation activities to avoid dependence to external or governmental aid are mentioned as main sectors of intervention.

The population is still in great need. Most of the country's infrastructure was destroyed during the fighting. A matter of even greater concern is the seriously weakened state of the social fabric following the mass exodus of over a third of the Congolese population, who were forced to flee from the fighting to take refuge in the bush and remained there for more than a year. Instability in the region and, more particularly, the clashes occurring in Equateur province, are threatening to upset the fragile peace that now reigns in the country. While the consequences of the war in the Republic of Congo has had a serious impact on the Congolese Red Cross Society (CRC), there are indications that the situation in the country has dramatically improved and the focus is now on working to heal the scars left by the recurrent wars of recent years. Considerable progress has already been made with the railway line linking Brazzaville and Pointe-Noire reopened and negotiations with international fund providers such as the World Bank, the International Monetary Fund, and the European Union resumed.

During the last conflict in late 1998 in the Republic of Congo, almost two thirds of the population were displaced to neighbouring regions or in the bush, which halted all productive activities in the district. Now that security conditions have improved substantially, the population has returned to Mfilou almost totally and find that the social services and its food production activities have been severely affected.

UNICEF and the ministry of health performed a rapid nutritional assessment of children under age five in September 2000. The findings were worrisome: 48 percent of the children measured had a BP < 12.5 cms, showing an alarming percentage of moderate malnutrition. This has been explained due to lack of food intake combined with an increased percentage of diarrhoeal diseases due to water and sanitation deficiencies.

**DEMOGRAPHIC, SOCIAL AND ECONOMIC INDICATORS FOR THE
DEMOCRATIC REPUBLIC OF CONGO AND THE REPUBLIC OF CONGO**

Demographic Indicators	Congo Brazzaville	Democratic Republic of Congo
Total Population	2.9 millions	49.2 millions
% Urban Population	59 %	29 %
Pop / Ha of arable land	8.1	4.1
% access to primary health care	81 %	27 %
Crude Mortality Rate	16	14
Crude Birth Rate	43	47
Life Expectancy	49	52
Classification according to IMR <5 yrs	44	9
Education Indicators		
Adults Alphabetisation Rate	68	52
Number of TV / 1000 habitants	12	135
Primary Education Rate	93	51
Secondary Education rate	46	19
Drop Out Rate among girls	29	46
Health Indicators		
% population access safe water	66	45
% population access sanitation	35	20
% vaccines EPI paid by Government	0	0
% new-borns with low weight at birth	16	23
Infant Mortality rate < 5 yrs	108	209
Infant Mortality Rate < 1 yr.	81	129
Maternal Mortality Rate	186	244
% births assisted by qualified staff	50	29
% of central budget on health	4.3	5.1
Economic Indicators		
PNB per habitants in USD	670	110
External aid in population issues	602	2'034
Energy consumption per habitant	331	45
Annual Inflation Rate	8	1'423

Source: State of the world's children, UNICEF 2001 and World population report, UNFPA 1999

Priority programmes for Federation assistance

The precarious situation of the Democratic Republic of Congo's (DRC) economy and the war have not only affected the vulnerability of a large section of the Congolese population, it has also had a significant impact on the process of the national society's capacity development and restructuring that had been started in 1997. In November 2000, after more than 30 years, a general assembly was held and a new president and members of the central committee were elected. This development coupled with the country's continued peace process were the context in which the Red Cross of the Democratic Republic of Congo (DRCRC) reviewed its activities for the next two years in order to be more effective toward the vulnerable populations and strengthen its capacities.

With the momentum of the national society's new leadership, the national society has requested Federation assistance in assessing the humanitarian challenges and options it will face especially in relation to rehabilitation at the community level, mainly on rehabilitation of family households, water and sanitation needs, and community-based health structures. This assessment mission will be the priority for the start of the year 2002 and includes plans to visit Mbandaka, Kinsengani, Mbuji-Mayi -Kanenga, Goma and Lubumbashi. Based on the characteristics of a well-functioning national society, the mission will assist the DRCRC in defining its institutional capacity with regards to foundation, mission, and a legal base; its human, financial and material resources; its past and current performance with regards to activities, relevance, and efficiency; and identify which of the branches visited offers the best possibilities to fulfill a pilot function in view of reconstructing the capacities of the DRCRC.

The Federation will support the DRCRC develop relevant programmes to address capacity building in the short term and drawing plans for future rehabilitation programmes in the mid-term and assist the national society in defining its options to participate in rehabilitation programmes when possible in order to guarantee continuity of Movement actions and to ensure that the DRCRC builds credibility among the Congolese population and the authorities in its activities in the future. When the rehabilitation phase begins, defines the capacities of the national society and clarifies the needs for training this will enable the DRCRC to prepare itself for its involvement in rehabilitation programmes.

The mission will take into account the lead mandate of the ICRC and will not focus on emergency relief needs but rather on capacity building in the short term and drawing plans for future rehabilitation programmes in the midterm. The mission will liaise with ICRC's sub-offices in the country.

The mission will insist on the full participation of the DRCRC headquarters and its branches on all steps of the mission. It will present its draft proposal to the society's leadership before leaving the country and will seek a strong consensus on the plan of action. This appeal will therefore be revised to reflect the plan of action.

In the Republic of Congo (RoC), based on the needs expressed by the national society, the Federation has formulated a country agreement strategy on the basis of the current situation in the RoC and on the premise that this situation will gradually improve. The strategy takes into account the extremely limited capacities of the national society and the scarcity of funds available at present. There is no doubt that structures need to be fully reorganized. Based on the positive experience carried out in DRC, the delegation is working toward the knowledge sharing with the DRCRC in organizational development. With the difficulties the country is currently undergoing, this restructuring process can only be carried out at the grassroots level.

The CRC has been committed to implementing the aims of the African Red Cross Health Initiative (ARCHI) once it has been established and accepted in the local context. The overall strategies with both Congolese national societies aim at developing activities with short-, medium- and long-term effects in the following areas:

- **Disaster response and preparedness** The Federation will support the DRCRC and CRC implement food security programmes and re-launch the disaster response and preparedness programme in the branches located in the vicinity of the operational territories, providing first-aid training or retraining and supplying first-aid kits and other equipment. The Federation will provide assistance to the national societies to forge meaningful partnerships with the WFP and FAO; in RoC improve the food security situation of returning people to Mfilou District in Brazzaville by supporting the increase of agricultural production for 20 vulnerable families by 50 percent to ensure an adequate calorie intake. This activity will encourage the CRC to build on its earlier experiences and to strengthen its disaster preparedness at local, national and regional levels through the development of hazard maps of the high-risk disaster zones, set up an early warning and integrated disaster management structure within the ORSEC to respond, acquire, operate and manage equipment and stocks for rapid action and to participate and promote regionally co-ordinated disaster management activities.
- **Health and care** In the province of Bas-Congo in the DRC, the national society will, in the short term, continue supervision and distribution of medicines and medical supplies to 13 dispensaries. Using its strength in the field of first aid, the national society will promote community-based first aid (CBFA) training to target groups within the communities. In the RoC, Federation assistance to the national society will focus on strengthening the capacity of the CRC to run health education exercises on malaria, diarrhoeal diseases, malnutrition, a special programme to assist victims of sexual abuse, the primary health care rehabilitation programme in Kouilou region, and assist the branches in conducting hygiene and sanitation exercises in selected neighbourhoods.

Both national societies will be supported in activities relating to the prevention of sexually transmitted diseases, HIV/AIDS and support to people living with aids (PLWAs) by scaling up efforts, increasing the knowledge of populations, and prevention through simple preventive measures. Using their solid experiences and networks in the regions, both national societies will be supported to implement

activities related to Roll-Back Malaria to inform the population about malaria prevention and to promote and increase the use of impregnated bed nets in the target population.

Together with the UNFPA offices in both countries, the two national societies will be assisted in undertaking reproductive health programs with a view to strengthening the provision of reproductive health services for women victims of sexual violence, supply and support the reproductive health services of the ministry of health to provide quality health assistance to women victims of sexual violence, and to support the participation of Red Cross volunteers in the fight against sexually transmitted diseases and HIV/AIDS.

The very successful poliomyelitis campaign in 2001 provided an opening to both national societies to establish fruitful partnerships with other organizations, strengthen the relations with government health ministries and create greater visibility for the two national societies. Having vaccinated over 11 million children under the age of five in DRC and 616,000 representing 20 percent of the total population in RoC, the Red Cross has gained the respect and recognition not only from the communities, their governments and partners but from the 850 volunteers from RoC and 1,120 from DRC who found inspiration and motivation in reducing the incidence of poliomyelitis in children. Using these experiences, the two national societies will again undertake polio campaigns in 2002 and 2003.

- **Organizational development** The DRCRC will continue the work begun in 1999 with PriceWaterhouse Coopers in the fields of resource management, reporting, internal and external transparency and governance and management. It will strengthen the capacities and activities of the Women and Development Section at all levels with a special emphasis on vulnerable women and children. A programme in partnership with the UNDP and UNFPA will need to be concluded to contribute to the improvement of respect for women in conflict situations. Emphasis will be also be put on Youth Development to secure the school patrols project and train youth leaders and young people in Red Cross Fundamental Principles, HIV/AIDS and first aid.

The Federation will support the CRC to become a more focussed, responsive and well-functioning national society with effective governance and management structures in place, facilitate the organization of 12 regional and communal general assemblies, familiarize the management of staff of the decentralized structures with new management techniques based on good governance, separation of functions, project management and to develop income-generating activities so as to attain financial independence.

- **Promotion of Fundamental Principles and humanitarian values** In collaboration with the ICRC, the Federation will assist both national societies to revive their public image and increase their visibility to attract greater credibility among its population; to further gain co-operation and support from partners to promote international humanitarian law, the Fundamental Principles, the protection of the emblem, and create and support a network of volunteer information officers.
- **Coordination and management** The aim of the programme is to ensure that the delegation continues to function effectively to support the national societies of DRC and RoC. Important items of focus are to remain flexible so that it can adapt to both countries' needs and situations as they develop and to support and coordinate both national societies and various partners in the region and to maximize resources.

In September 2001, a head of delegation was appointed to cover both Federation delegations in Kinshasa and Brazzaville. The missions of the organization development delegate, the health co-ordinator and finance and administrative delegate have been increased to cover both countries. The overall objective is to reduce costs and use resources in the most effective way.

In both countries, the Federation delegation offices have moved into the refurbished premises of the national societies, thus working much closer to the national societies, reinforcing their resources and generating revenues through rent.

The Federation has an increasing meaningful co-ordination role with the ICRC and other members of the Movement in the Congos. This function is essential particularly in the DRC to encourage co-ordinated activities with other humanitarian organisations, promote partnerships for the DRCRC and participate in monitoring activities to avoid duplication of assistance in a country where needs are enormous.

The Federation delegations in Brazzaville and Kinshasa will promote knowledge sharing and human resource exchanges between both national societies and with the other national societies of the region. Particular focus is placed on disaster preparedness, disaster response, health, organizational development, and with the regional delegation for Central Africa, set up and train the regional disaster response teams, follow-up implementation of ARCHI 2010, reinforcement of HIV/AIDS networks and setting up a regional database and regional network of national society leaders.

[click here to return to the top](#)

1. Disaster response

Background and achievements/lessons to date

The Democratic Republic of Congo is extremely disaster prone and faces both natural and man-made disasters such as floods, volcanic eruptions, internal conflict, civil strife, ethnic hostilities and epidemics. The Congolese people have particularly suffered for centuries through colonization, dictatorship and wars, induced mostly because of its rich natural resources.

Parts of the DRC have been disintegrated by war and millions of people wear only rags or have nothing to wear. They have little or no food, and children have no access to education or health care. People have been forced out of their homes into the wilderness. Mortality rates are high among the displaced while hunger, malnutrition and disease are a daily plight in the northern and eastern parts of the DRC. In some regions, families live on less than a dollar a day.

The humanitarian situation in the DRC has deteriorated exponentially. The already fragile health structures that had been in place are breaking down because of a lack of support from the government and the occupation forces in the eastern DRC. Many health districts have no doctors, medicine or infrastructure. As described by a senior cabinet minister in the government of DRC, "I cherish and respect the Red Cross because, however difficult the conditions are in this vast country, you will see Red Cross volunteers going around with their sometimes tattered Red Cross flags and giving any meager support they can. They need to be encouraged to do what others cannot."

One in every 25 children in the Bas-Uélé region suffers from cretinism caused by iodine deficiency. More than 30 percent of children are malnourished. The educational system is in an acute crisis where most schools have no books, and teachers receive a few dollars a month taken from contributions from parents. Close to 70 percent of the children in the conflict territories have not been able to go to school at all.

With the signing of the agreement in the Republic of Congo, it is hoped that the hostilities have been brought to an end. The CRC took part in relief operations with the ICRC to assist some 200,000 people returning to Brazzaville. The involvement of the national society in this operation with 350 volunteers marked the start of the first phase of an extensive plan to rebuild its basic structures. The Federation, together with the CRC, has a wide and recognized experience in emergency relief and health interventions. During the peak of war and during relief operations, the contribution of the Movement to solve some of the most urgent needs of the Congolese population was recognized by the government and United Nations agencies.

An assessment where the CRC targeted the most vulnerable groups in the communities requiring Red Cross assistance, the national society launched a nation-wide health education programme targeting victims of sexual violence, street children and refugees. More than 561 relief volunteers have received training in CBFA and are implementing activities to mobilize communities in the country's two largest cities, Brazzaville and Pointe-Noire, and in six of the country's 10 regions, with regard to health education and the culture of peace.

Goal To reinforce the capacities of the DRCRC so that it may respond to and assist in rehabilitation programmes where needed and when possible. The assessment mission will help address capacity building and humanitarian rehabilitation needs. The availability, access and utilization of food by vulnerable groups will be improved. Collaboration with the WFP and FAO to improve the food security situation in the Congos will be encouraged.

Objectives and activities

Objective 1 In DRC, re-establish the nutritional status of the most vulnerable with particular emphasis on children, pregnant and lactating mothers and the infirmed. In Mfilou, RoC, increase the agriculture production of 10 vulnerable families by 50 percent to ensure an adequate calorie intake.

Activities to reach this objective are:

- During the first quarter of 2002, conduct nutritional surveys to determine the most vulnerable and analyze results.
- During the second and third quarters of 2002, commence nutritional support to the targeted groups.
- Collaborate with specialized agencies to train volunteers in outreach and food distributions in line with Federation standards, in line with SPHERE. Apply the ARCHI approach.
- Engage in sensitization activities with vulnerable groups during the second quarter of 2002
- Implement nutritional surveillance on the status of beneficiaries. Identify the 10 most vulnerable families to be included in the project.
- Training of five RoC supervisors in agricultural techniques by FAO specialists to monitor the project and 10 heads of family in management of income-generation activities and micro-projects. Establish agreements with 10 beneficiary families.
- The purchase of seeds and tools for the 10 families in relation to dimension of land for the project. Distribution of seeds and agriculture kits as well as the seeds for the protection of food to the target families. Start the planting of vegetable seeds in relation with seasons and types of culture.

Expected results

- Re-establishment of nutritional status for malnourished children, pregnant and lactating mothers, and the elderly. Creation of employment opportunities to assure food security for victims.
- The ten most vulnerable families are identified and included in the project. Five RoC supervisors are trained in agricultural techniques by FAO specialists to monitor the project. Ten heads of family are trained in management of projects. Strong agreements are established with beneficiaries.
- Seeds and agricultural tools are purchased and distributed to 10 families, and the commencement of vegetable gardening by the 10 families begins.

Indicators

- The number of nutritional surveys conducted and the number of persons identified as being malnourished. The number of persons receiving nutritional support. The number of volunteers trained. The number of food for work activities implemented. The number of sensitization activities.
- The number of monitoring activities on the nutritional status of the beneficiaries.
- The number of vulnerable families identified and included in the project. The number of RoC supervisors trained in agricultural techniques by FAO specialists to monitor the project. The number of heads of family trained in management of projects. The number of agreements signed with beneficiaries.
- The number of seeds and agricultural tools purchased and distributed to a number of families. The number of activities by families.

Critical assumptions

- Funding for the project is critical and needs to be made available early in the year. The political and security situation in Bas-Congo remains stable. Villages remain accessible during the rainy season.
- The availability of finances for this project. The availability of qualified RoC staff to implement this project. Security in the Mfilou district. FAO and PAM agreements to co-finance the activities. A RoC Mfilou agreement to send RoC volunteers to FAO to be trained.

Monitoring and evaluation arrangements

Monthly financial reports will be submitted. Budgets and financial reports will be reviewed on a quarterly basis. Quarterly supervisory visits to provincial teams are ensured. An evaluation system will be developed to look at the administrative and management systems in place. A complete evaluation will take place annually.

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[click here to return to the top](#)

2. Disaster preparedness

Background and achievements/lessons to date

In the Democratic Republic of Congo (DRC), exogenous factors arise from unrest in most of the nine countries bordering the DRC and continue to create vulnerable points. This requires disaster readiness and response to population movements by national societies either singly or jointly with the DRCRC, or collectively with other national societies in the region. Climate conditions have been particularly unfavourable in recent years and have caused severe flooding in the most affected areas. This has led to the loss of several complete harvest cycles and a considerable reduction in arable land. Many homes and administrative and public health buildings have been destroyed, leading to massive population movements.

In the Republic of Congo, as in DRC, climate conditions have been particularly unfavourable in recent years and also caused severe flooding in certain regions. In the most affected areas, this has led to the loss of several complete harvest cycles and a considerable reduction in arable land. Many homes and administrative and public health buildings have been destroyed, leading to population movements. Two inter-related factors have contributed to the heavy floods now occurring in Congo. First, the rainfall during the secondary rainy season has come late and been added to the abundant precipitation of the major rainy season. In recent years, flood waters have reached levels only rarely seen in the Central Basin region. Areas which had previously been unaffected by floods were partially or totally submerged.

In both Congos, the impact of the flooding on the most vulnerable populations caused systematic destruction of homes, the loss of personal items and effects, the loss of harvests and destruction of agricultural land, a significant increase in diseases such as malaria, respiratory diseases, diarrhoea illnesses, and skin diseases.

Goal Consolidate the national societies' disaster preparedness at the local, national and regional level through training, planning, and human resource and systems development in conjunction with the governments of the Democratic Republic of Congo (DRC) and the Republic of Congo (RoC), the Federation, the ICRC and other organisations.

Objectives and activities

Objectives 1 Train existing provincial team leaders to develop hazard maps of high-risk disaster zones to enable disaster planning and management.

Activities to reach this objective are:

- In the DRC, consult with other national society heads of departments and form a technical team to implement the assessment mission findings, organized in collaboration with the disaster management co-ordination division in Geneva and other Movement partners, and to guide the process of disaster planning. During a ten-day workshop, train 12 staff from the health ministry, eight national society staff and 30 provincial team leaders to conduct hazard assessment exercises in the government-controlled areas. Validate the findings with the government, relevant organisations and other institutions. Circulate to relevant sections of the national society and the government, and obtain feedback on the first draft of a national society disaster plan.
- Finalize the national and regional disaster plans. Circulate the completed disaster plans and distribute 100 hazard maps to provincial team leaders. In collaboration with the Federation, the ICRC and the ministry of health, organize a training and simulation exercise for staff from the health ministry and national society staff provincial team leaders on disaster prevention and management.
- Acquire minimum relief materials such as 20 stretchers, 105 first aid boxes, 2,500 blankets, 100 pairs of boots, 150 pairs of gloves, 25 shovels, 105 helmets, 150 nose protectors, 20 tons of canned food, 2500 litres of cooking oil, five tons of sugar, 20 tons of grains, 2,500 bars of soap, and plastic sheeting for 2,500 persons. For larger scale operations, prepare an appeal or agree with the ICRC, WFP, UNICEF and others for support.

Objective 2 Participate and promote regional disaster management activities with training, exchange of experience and knowledge in the region.

Activities to reach this objective are:

- Arrange with the regional delegation in Yaoundé for the participation of the national disaster and response officer and three provincial team leaders of the national society to participate in the two Central African disaster management training sessions on dates to be determined by the regional delegation.
- Make resource persons available to support the Central Africa regional response teams and intervention activities. Arrange three exchange visits between the two national societies on issues related to trans-national disaster management activities.

Objective 3 To acquire, operate and manage equipment and stocks for rapid action and aid to the most vulnerable flood disaster victims in the Likouala region.

Activities to reach this objective are:

- Carry out minor refurbishment of the regional office. Equip the regional office with high-frequency radio, relay and 10 handsets. Support the acquisition of solar panels and equipment to operate the radio.
- Train 15 RoC Red Cross volunteers on the use of the telecommunication equipment. Establish operational guidelines, seek quotations and purchase one canoe with a 15 HP engine, and rescue equipment for the regional co-ordination team. Establish a management system in line with Federation standards and maintain a stock of emergency relief items for 2,500 families, covering the needs of the most vulnerable for temporary shelter, food, drinking water and medical care.

Expected results

- Well-trained staff, provincial team leaders and health ministry staff using 200 hazard maps to ensure efficient disaster planning and management.
- Good collaboration with components of the Movement and the ministry of health.
- Well-prepared and tested disaster plans at the national and identified zones.
- Active participation in and provision of national society resources for disaster management activities of the Central African regional delegation in general and with the sister Congolese Red Cross in particular.
- 105 volunteers, highly skilled and available to respond to disasters.
- Relevant minimum relief materials pre-positioned in the provinces.

Indicators

- The number of technical team, and FACT mission findings implemented. The number of sessions held to guide the assessment process.
- The number of persons trained to conduct hazard assessment exercises. The number of times disaster plans are used in disaster management. The number of participants attending the training including those coming from the sister national society. The number of national training and simulation exercises held. The number of relief stock available and used for the operations.
- The number of national society participants at Central African disaster management training sessions. The number of national societies used by the regional delegation to support regional disaster management activities. The number of exchange visits with the Congolese Red Cross. The number of training sessions and the number of participants actively participating. The number of interventions.

Critical assumptions

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

Monitoring and evaluation arrangements

- Submission of monthly financial reports. Budgets and financial reports will be reviewed on a quarterly basis. Quarterly supervisory visits to provincial teams.
- Evaluation of this project will be carried out. A complete evaluation will take place annually.

[click here to return to the top](#)

3. Health and care in the community

Background and achievements/lessons to date

In the DRC, one of the most dramatic changes in access to basic health care that the population has experienced during and since the resumption of the hostilities and displacement of the population has been basic health services, especially for those living in the conflict zones, putting high constraints on the delivery of humanitarian assistance. In the eastern areas, humanitarian interventions were not just constrained but virtually paralysed mainly due to high insecurity and difficulty of access. Malaria, the most common cause of morbidity, mortality and absenteeism both among school children and workers in DRC, has increased its toll in the first four months of 2001. Malaria accounted for some 36 percent of all causes of morbidity in December 2000 and grew to 65 percent of all causes of morbidity by the end of June 2001. Malaria cases are almost doubled (Department of Public Health, Ministry of Health, DRC).

The Red Cross plays an active and effective part in integrating the medical and psychological care and the social reinsertion of women who have been the victims of sexual violence. The projects for the next few years will involve the strengthening and provision of reproductive health services for women victims of sexual violence, supplying and supporting the reproductive health services of the ministry of health to provide quality health assistance to women victims of sexual violence, and supporting the participation of Red Cross volunteers in the fight against sexually transmitted diseases and HIV/AIDS in all regions of the country.

The prevalence of sexually transmitted diseases and HIV/AIDS, according to the last figures of the ministry of health, have increased twofold, targeting especially young people and mainly females from age 15 to 29 years. The displacement of population, mainly military personnel, the increased unemployment among young people, the lack of knowledge towards sexually transmitted disease prevention and a lack of means to negotiate sexual encounters led the younger population to engage in unprotected sexual practices especially in the last year. The figures are clear: an increase in sexually transmitted disease consultations from three percent in 1999 to 11 percent at the end of June 2001 is only the tip of the iceberg. It is assumed that almost 40 percent all sexually transmitted diseases in the community are treated outside ministry of health functioning structures. (Department of Public Health, Ministry of Health, 2001).

As auxiliary to public authority, the Red Cross will continue to play an active role in supporting the efforts of the ministry of health to eradicate polio by increasing the polio vaccination coverage by 100 percent in the identified regions, reinforcing the co-ordination mechanisms between the ministry of health and implementing partners, and supporting the ministry of health in active surveillance of acute flaccid paralysis (AFP).

The DRC Red Cross, with its 85,000 volunteers in the country and its recognized prestige regarding community mobilization and health interventions in emergency and post-conflict situations, was called the ministry of health to support the national immunization days and the polio eradication activities during the early months of 2001. After the three immunization days in July, August and September 2001, the national coverage of polio immunization has been 103.1 percent. Taking into consideration the difficulty of access to rebel-held areas and the isolation of certain provinces, this has been considered a success by WHO and UNICEF after the evaluation of activities.

NUMBER OF CHILDREN 0-59 MONTHS VACCINATED

Territory covered <i>DRC</i>	Target population	Children vaccinated	% coverage
Kinshasa	941.680	941 230	99,95 %
Bas-Congo	516.835	573 733	111 %
Bandundu	1207 593	1 269 873	112,1 %
Total	2 666 108	2 784 836	107,35 %
Territory covered <i>RoC</i>	Target population	Children vaccinated	% coverage
Brazzaville	192,900	184,249	95.52

Kouilou	144, 600	147, 703	102.5
Niari	45, 300	45, 737	100.9
Bouenza	51, 000	53, 864	105.2
Lekoumou	19, 900	20, 025	100.63
Pool	45,000	45, 081	100.18
Plateaux	35, 600	40, 058	112.52
Cuvette	30, 500	31, 887	104.55
Cuvette Ou	14, 600	14 673	100.5
Sangha	16,700	17, 908	107.23
Likouala	20,600	27,513	133.56
Total			

Goal With its extensive volunteer network, the national society will be supporting the ministries of health to decrease HIV transmission and provide support to PLWAs, contribute to efforts to reduce malaria morbidity and mortality, continue to play an active role to support the efforts to eradicate polio, and integrate the medical and psychological care and the social reinsertion of women who are victims of sexual violence.

Objectives and activities

Objective 1 Scale up activities to increase awareness among the target population on sexually transmitted disease and HIV/AIDS prevention, and provide support for people infected and affected by HIV/AIDS.

Activities to reach this objective are:

- Train 400 peer-educators in the DRC in the sensitization activities in the community on HIV/AIDS.
- Increase the network of *postes de observation* of the Red Cross by the rate of two by quarter in each of the six cities of the project in order to reach a total of 56 *postes de observation* stations.
- Produce and/or purchase the visual and other information support materials, as well as the necessary condoms the communities in collaboration with the ministry of health and the other partners, such as WHO, UNICEF, FNUAP, and UNESCO.
- Realization of information, education and communication (IEC) activities in the three cities of the project in the *postes de observation*, churches, military garrisons, markets, schools and bars by peer-educators. Provide condoms at the *postes de observation* level.
- Publish a bi-monthly bulletin and hold a weekly radio broadcast to inform the population on Red Cross activities and hold a discussion forum on sexually transmitted diseases and HIV/AIDS.
- Carry out an epidemiological analysis of the prevalence of sexually transmitted diseases and HIV sero-prevalence by installing a register of the statistical data collected in co-ordination with the ministry of health in the *postes de observation* targeted by the project.
- Train four Red Cross volunteers by the health centre of reference in counselling techniques for pre- and post-test with the involvement of the social workers at the ministry of health while assuring their permanent presence in the health facilities.
- Identify needs, put management systems in place and supply a sufficient quantity of condoms to all of the 14 targeted health centres in the project.
- Train 28 volunteers, two from each province, on home-care and social visits.
- Peer educators will conduct social visits to people living with HIV/AIDS (PLWHA) in collaboration with the social workers.
- Train family members and friends of the PLWHA in caring for the sick .
- Analyse needs, revive monitoring and control measures, prepare distribution plans and distribute food, seeds and agricultural tools as kits to assure an adequate nutritional status. During the duration of the project, a dry ration of supplementary food will be provided to the beneficiaries supplied by WFP.
- Theatre productions on sexually transmitted diseases and HIV/AIDS performed by the Red Cross troupes at which time condoms, leaflets, posters and banners will be distributed and promotional signs will be placed.

Objective 2 To inform the population regarding malaria prevention through IEC activities.

Activities to reach this objective are:

- Develop and implement with the support of the identified specialist a refresher course on malaria prevention and techniques of mass communication for 40 volunteers around each of the 28 centers.
- Hold weekly IEC sessions with the population and through the media at every center during the 12 months of the project, for a total 17,472 IEC sessions.
- Produce and distribute communication support IEC materials such as leaflets, posters, banners and t-shirts.
- Implement a community survey on the use of impregnated bed nets in target sites in the six provinces of the project.
- Recruit and train 140 volunteers in bed-net impregnation techniques at the rate of 10 by center.
- Install 9,920 bed-nets in Kinshasa, Bas-Congo, Bandundu and three regions in Brazzaville.
- Treat and promote the sale of impregnated bed-nets at the rate of 30 bed nets by center and per month for the 28 centers.

Objective 3 Strengthen the provision of reproductive health services for women victims of sexual violence.

Activities to reach this objective are:

- Integration of the medical and psychological care of women victims of sexual violence at the referral centres.
- Training of health workers at each of the referral centres involved in the area of the project.
- Training of 80 volunteers to create awareness among the population about sexual violence against women and the aims of the project in order to refer women victims of violence to the referral centres.
- Strengthening of the network of awareness activities and the teams of volunteers at the observation posts.
- Training of 180 health workers, 10 from each health centre, from the ministry of health in reproductive health in the different localities in DRC.
- Training of 80 volunteers and other local NGOs in the selected localities in the techniques of IEC, sexually transmitted diseases, HIV/AIDS, sexual violence against women, and reproductive health in DRC.
- Carry out and minor rehabilitation at the nine health centres selected in these three localities.
- Supply 10 referral health centres in Kinshasa, Bas-Congo, Bandundu and three regions in Brazzaville with medical equipment and specific essential drugs supplied by UNFPA.

Objective 4 To reduce the incidence of vaccine-preventable diseases by increasing immunization coverage and actively participate in the polio eradication campaign in both DRC and RoC. Through the immunization activities, to strengthen the role of the Red Cross as a full-time partner in immunization programmes and health care delivery systems so as to build up infrastructures and management capacity for the long term.

Activities to reach this objective are:

- Participate actively in the micro-planning for national immunization days in the regions involved in the project.
- Provide retraining in EPI and polio eradication strategies for the mobilization of 1,700 volunteers.
- Increase community awareness on vaccine-preventable disease and mobilize the community, to attend national immunization days, and to carry children to routine vaccination in EPI fixed posts.
- Participation of the trained volunteers during the three national immunization days in DRC during 2002 polio eradication strategies.
- Reinforce the circulation of minutes of these meetings among partners to combine efforts to increase participation from other NGOs and local organisations in national immunization days.
- Train the volunteers already involved in polio eradication in AFP case definition and case management to effectively inform the community in managing suspected AFPs.
- Reinforcement of the Red Cross HF-radio network in the provinces targeted for fast reporting of AFP cases to the ministry of health.
- Support the ministry of health in the transport of stool samples to the Kinshasa viral laboratory when the ministry of health is not able to co-ordinate this at provincial level.
- Support the reporting of all cumulative cases of AFP at the national level to get reliable figures in AFP-case detection.

Objective 5 Completion of CBFA training in the provinces already involved in the programme.

Activities to reach this objective are:

- Training of 500 volunteers in each region targeted according to the “guidelines of the ARCHI tool kits for volunteers,” by the regional trainers, under the supervision of the head of the health department of the Red Cross and the Federation’s health delegate.
- Provision of technical support by the national society and the Federation, primarily for validation of the training.
- Carry out feasibility studies on income-generating potentials and select volunteers to undertake viable income-generating projects. Create a network of trained CBFA volunteers.
- Assign trainers as CBFA supervisors for each of the provinces of the country. Provide target regions with sanitation equipment and IEC aids in the form of community kits consisting of wheelbarrows, shovels, rakes, machetes, 3,000 leaflets and 300 posters. Hold weekly awareness-raising meetings on the culture of peace where the Fundamental Principles of the Red Cross will be disseminated.
- Hold monthly cleaning and sanitation campaigns with special emphasis on the peripheral quarters in Kinshasa and Brazzaville due to the high numbers in the population involved. Prepare schedules and hold public awareness-raising meetings on the principal public health problems and on hygiene and sanitation.

Expected results

- Peer educators will be trained and subsequently responsible for raising the awareness of their peers in the behavioural changes necessary for prevention. In addition, theatre productions on sexually transmitted diseases and HIV/AIDS will be performed by the Red Cross troupe at which time condoms, leaflets, posters and banners will be distributed, and promotional signs will be placed.
- One radio programme a week will be broadcast by the different local radio stations, and articles will be published in the local newspapers. Video shows on sexually transmitted diseases and HIV/AIDS will be presented each week in the community centres. 2,500 HIV/AIDS patients registered at hospitals and blood banks. Relatives of PLWHA will be trained in homecare and comfort measures. All integrated health centres included in the project will have standard treatment available to treat sexually transmitted diseases according to national protocols.
- The centers of impregnation of the mosquito nets are operational in Kinshasa and Brazzaville. The trained volunteers of the Red Cross deliver weekly sessions of IEC around the centers of impregnation of bed nets. The sessions of IEC have been achieved and accepted in the localities. The bed nets have been impregnated and sold. A survey on the use of the impregnated bed nets has been carried out and the data published. Eighty percent of the population of the localities have some knowledge on malaria prevention. Fifty percent of the population of the project areas use the impregnated bed nets appropriately.
- Health workers and supplementary workers will have been trained and/or retrained in reproductive health in the localities of the UNFPA project. The health centres will have been supplied with drugs. The women victims of sexual violence will be under medical supervision at the referral centres of the UNFPA project. The referral centres selected will have had minor repairs done and will be supplied with medical equipment, essential drugs and contraceptives. The Red Cross observation posts will be functioning and the volunteers will have been trained and briefed in IEC for reproductive and sexual health. Awareness meetings will have been held, one per week per observation post for 12 months. The identified women victims of sexual assault will have received quality medical care. Medical and psychological care of women who are victims of sexual violence will have been integrated into the minimum package of activities at all referral centres.
- Red Cross volunteers trained in EPI management and community mobilization will have participated actively in the national immunization days. Polio immunization coverage will have increased to 100 percent for the target population of the areas of the project. Red Cross polio co-ordinators will have actively participated in ICC meetings in Kinshasa and in Brazzaville. Megaphones, t-shirts, posters and pamphlets purchased and distributed to regional branches of the DRC Red Cross will have effectively mobilized the community for polio vaccination. And increased number of mothers bringing their children to EPI fixed posts in the project areas. Red Cross HF-radio network aware of polio activities and supporting the ministry of health in active surveillance of AFPs.
- Trainers are assigned as CBFA supervisors. Volunteers are trained in CBFA. Awareness-raising meetings on the culture of peace and IEC will be held regularly. Red Cross committees and volunteers

are provided with income-generating activities. The provincial committees hold weekly hygiene and sanitation operations in all the districts of the regions.

Indicators

- The number of community centres that have organized information exchange meetings on sexually transmitted diseases and HIV/AIDS. The number of meetings organized per week and per centre for young people. The number of exchange meetings organized in the three provinces for the benefit of young people whose task will be to take over the work in their community among their own peers. The percentage of the DRC total population reached through the awareness campaign. The number of condoms distributed.
- The number of functioning mosquito net impregnation centres in the regions distributing these articles to the population. The mosquito nets and impregnating solution have been purchased. 350 first-aid workers from the Red Cross will lead the activities at the centres and look after all the mosquito net impregnation activities. The number of volunteers informed and conversant with how malaria is transmitted and prevention measures. The number of impregnated mosquito nets sold. The number of trained community educators and the number of educational talks on malaria held. The number of awareness-raising campaigns organized. The number of radio broadcasts on malaria and articles on malaria published in a local newspaper.
- The number of health workers from the ministry of health trained or retrained in reproductive health. The number of women victims of violence receiving medical care. The number of health centres having undergone minor repairs and the number of health centres receiving medical supplies. The number of health workers who have been trained. The number of volunteers running activities at 25 observation posts. The rate of incidence of sexually transmitted diseases and HIV/AIDS.
- The number of volunteers participating effectively on social mobilization and in oral polio vaccination. The percentage of polio campaign coverage at the provinces and national levels. The number of Red Cross HF-radio network recorded messages regarding AFP cases in the provinces. The number of confirmed cases of wild polio virus.
- The number of training sessions held and the number of volunteers trained. The number of awareness-raising meetings. The number of sanitation operations. The income-generating projects allowing the DRC Red Cross to retain volunteers in the regions. The number of volunteers trained and certified. The number of follow-up missions undertaken. Trained volunteers are active in community health.

Critical assumptions

- Funding for the project is critical and needs to be made available early in the year. WHO, UNICEF and Rotary International provide the funding to support the ministry of health in setting up the polio eradication activities, especially national immunization days and active surveillance.
- The political and security situation in Bas-Congo remains stable. Villages remain accessible during the rainy season.
- The provinces work in close collaboration with the regional government, such as with the administrative or health authorities. The local committees support the project by an awareness-raising campaign among volunteers. The local committees will manage resources efficiently. The volunteers accept work on a voluntary basis. The committees support the project with a campaign to raise awareness among volunteers.

Monitoring and evaluation arrangements

- At the provincial level, a technical monitoring committee will evaluate the development of the project in each region, taking its progress and failures into account so as to be able to take corrective action. This committee is composed of the representatives of the regional health directorate, the regional social affairs directorate, the province and the Red Cross provincial committee.
- Monitoring of the training among the volunteers by quarterly follow-up and evaluation missions, which will allow management bodies to be set up and evaluate the level of achievement of the action plans. At the national level, the general secretariat of the Red Cross will organize a monthly meeting to discuss the activity reports from the regions attended by the head of the health and social affairs department, the national project co-ordinator, the head of the information-dissemination department, the treasurer general, the accountant, and the Federation delegate.

- To assess needs, put control and monitoring mechanisms in place, and supply supplementary kit of essential medicines for the treatment of sexually transmitted diseases in the 14 health centres. Assure that the treatment kit will be in conformity with the national protocol and will be provided in relation with the number of patients to treat.
- To routinely include Red Cross to participate in the ongoing work of the Inter-Agency Co-ordination Committee (ICC) not just in the planning for the national immunization days. As the Red Cross volunteers are part of social mobilization and vaccination, the Red Cross will get recognition from partners in its unique role in the global coalition to support immunization programmes.
- Evaluation will be done regularly on the basis of the activity reports of the regions, the Red Cross monthly project evaluation meetings, and the periodical supervision reports. Final evaluation of the project will be done by a resource person external to the project.
- At the national level, the general secretariat of the Red Cross will organize a meeting each month to discuss the activity reports from the provinces. In addition to the secretary general, the head of the department of health and social affairs, the national project co-ordinator, the head of the department of information and communication, the Federation health delegate, and a representative of the ministry of health will take part in this meeting.

[click here to return to the top](#)

4. Fundamental Principles and humanitarian values

Background and achievements/lessons to date

Democratic Republic of Congo In view of increasing humanitarian challenges exacerbated by war and hostilities in the occupied zones in the DRC, the DRCRC has had to review its strategy to cultivate and maintain a well-informed public on the work of the Red Cross. This orientation expands beyond the traditional dissemination activities with the armed forces, schools and the general public, and focuses on maintaining and consolidating contacts with the media, thus profiling the national society and its partners, the ICRC and the Federation. The promotion of peace will be disseminated wherever possible, and the DRCRC is widening its audience through radio networks. Expanded activities include advocacy in HIV/AIDS, forgotten disasters and the ever-increasing and alarming food insecurity in the DRC.

Republic of Congo During the period of the hostilities and war, the Republic of Congo has been exposed to severe disruption of its internal systems: disrespect to human dignity, disrespect of human rights, violation of Geneva agreements and destabilization of family values. Limited capacity and limited means of communication have left the CRC with a weakened ability to respond to and implement the humanitarian values programme during the past two years. Based on lessons learned, the humanitarian values programme has reduced its operational scope to regional working groups with better-defined objectives, usually working with and funded by ICRC. Challenged by war and the hostilities in the country, the national society has had the increased humanitarian challenge to review its strategy to cultivate and maintain a well-informed public on the work of the Red Cross. This new orientation expands beyond the traditional dissemination activities with the armed forces, schools and the general public, but to maintain and consolidate contacts with the media, thus profiling the national society and its partners, ICRC and the Federation.

In the next few years, the national society, supported by the ICRC and the Federation, will establish a range of contacts and set up an national information network, report on other national society programmes, and assure closer proximity to breaking news. For the wider Central Africa network, the national society will effectively contribute by submitting regular and relevant information, publishing newsletters and press releases, and participating in all of the regional information activities. Opportunities will be created to promote Strategy 2010, the Ouagadougou Declaration, and issues relating to the work of the movement.

Goal The national societies will revive their public image and increase visibility in order to attract greater credibility, co-operation and support with partners, promoting the culture of peace in both countries.

Objectives and activities

Objective 1 Promote international humanitarian law (IHL), the Fundamental Principles and the protection of the emblem.

Activities to reach this objective are:

- Recruit 50 volunteers in each of the regions in the two countries. Design a programme, agree on a venue and hold training sessions for the volunteers on the Movement's principles, IHL, and the emblem. Draw up schedules and support the volunteers in delivering community talks to schools, public institutions, and others, sensitization 500 persons per session per month each, on the Movement's principles, IHL, and the emblem.
- In collaboration with ICRC, organize six training sessions with the army on Movement's principles, IHL, and the emblem.

Objective 2 Create and support a network of volunteer information officers in each of the regions in the two countries.

Activities to reach this objective are:

- Prepare and compile training and dissemination materials, and support each provincial committee to use these tools for dissemination activities.
- Arrange two meetings of the members of the network in June 2002 and June 2003 to discuss issues relating to their work and also to improve the network's activities

Objective 3 Promote the culture of peace in Congo.

Activities to reach this objective are:

- Hold a national youth camp to promote the peace culture in Brazzaville. Identify the appropriate place for the youth camp, determine the real needs, and calculate the budget taking into consideration the different aspects and activities to implement. Define selection criteria for youth participation at the youth camp, and send it to the 10 regions in Congo. Summarize the data concerning rent of the place, lodging, meals and transport of the participants. Elaborate modules of training and information regarding peace culture and send an invitation to other NGOs or youth associations for their active participation in the sessions
- Recruit and organize two refresher courses for 25 members of the youth drama troupe. Engage in weekly rehearsals, seek agreements with target audiences, and organize one public performance per month. Organize three sporting activities between the youth of the national society and others such as the DRCRC and youth clubs. Use the occasions to engage in promoting peace.

Expected results

In all the regions, volunteers are trained, available and actively involved in the promotion of IHL, the Fundamental Principles, issues relating to the use of the emblem well in schools, public institutions, the army, police and other institutions.

- Each provincial committee has relevant dissemination materials available and in use.
- An active network has been created and supported in each of the regions in the two countries.
- A large audience and increased talks about the benefits of the promotion of peace in both countries and particularly among the youth.

Indicators

- The number of volunteers recruited in all the regions in the two countries.
- The number of volunteers trained on the Fundamental Principles, IHL, and the emblem.
- The number of volunteers supported with IEC materials and the number of community sessions.
- The number of training sessions with the army on the Fundamental Principles, IHL, and the emblem.
- The number of meetings of the members of the network.

Critical assumptions

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

Monitoring and evaluation arrangements

- Weekly meetings with the Secretariat staff and quarterly with the volunteers. Monthly reports to be written by the provincial committees. Quarterly supervisory visits. Annual evaluation of the programme.

[click here to return to the top](#)

5. Organizational development

Background and achievements/lessons to date

Democratic Republic of Congo The capacity building in the national society has received most of its support from the tripartite project in the first half of 2000. Continued support to the national society's institutional development focuses on improving financial management, reporting, internal and external transparency, the relation between governance and management, and restructuring. Co-operation between the Federation and the ICRC has been strong especially in preparing the central committee meeting. The ICRC has supported expanding the development efforts to include Katanga and Kasai Occidental as well as Kinshasa and Bas-Congo. It continues to work very closely with the ministry of health, the UN and other partners. Local committees in the Bas-Congo region are active in supporting Red Cross dispensaries in 19 locations which provide health care to a population of up to 100,000. For at least the following year, a focus will be placed on a first aid revenue-producing programme focusing on training and response plans for the targeted provincial committees and their branches.

In line with the recommendations of PriceWaterhouse Coopers, the newly-elected committee of the DRCRC has started restructuring management and put in place better financial management systems. Senior staff have been recruited on the basis of their experiences and qualifications. Following the provincial assemblies, the newly-elected members have started putting in place new branch committees. In its strategic plan for 2002 and 2003, the DRCRC would build on the tripartite project foundation to further encourage good governance and management. The current plan will permit it to improve its programme planning and performance, reporting, public image, and financial sustainability. This plan also includes the Ouagadougou Declaration, Strategy 2010 and ARCHI 2010.

Republic of Congo In 1996 and in 2000, the CRC like its sister national societies in all Pan African Conferences in Kampala and Ouagadougou, has reiterated that that sound and effective governance of its national society is a necessary prerequisite to ensuring a well-functioning national society. Following these meetings, several self-assessment exercises and other measures taken to address organizational weaknesses. The Federation has assigned delegates to support institutional development work of the national society. With the support of the Federation and ICRC, members of national society governance and management have received training in good governance, financial management and resource development. With the establishment of a Federation delegation, the focus has always been strengthen the capacity of the national society.

The national society has restructured the regional committees, and volunteers have a good knowledge of the Movement and Red Cross and Red Crescent principles in most of the regions. Since January 2000, the Congolese Red Cross (RoC RC) has, with the Federation's assistance, begun the reconstruction of its basic and intermediate structures in the country's 11 regional committees. The reconstruction started with a training programme developed by the Federation and called community-based first aid (CBFA). Each regional committee, restructured and operating in this way, was asked to develop a programme specifically meeting the community needs of its region. The activities undertaken to strengthen the Central Basin regional committee have made it possible to lay the necessary foundations for the implementation of special projects.

Goal To transform national societies to be more focused, responsive and well-functioning with a profile appreciated enough to ensure strong partnerships and with effective governance and management structures in place.

Objectives and activities

Objective 1 To promote and ensure well-functioning governance and management in the DRC.

Activities to reach this objective are:

- Consult with provincial leaders, make documents available and support local structures to hold district assemblies in 11 provinces.
- Support the secretary general in organizing two sessions of the central committee meetings every year.
- Identify quality service suppliers and print and distribute 5,000 copies of the new statutes to all provinces and other relevant organisations.
- Evaluate the management training programmes carried out in 2001 in seven provinces and define new needs.
- Identify needs, agree on a timetable and programme content, arrange with provincial leaders, and train 10 senior staff and 22 officers from provinces on project management and fund raising.
- Continue the training of 15 senior secretariat staff in the English language and in computer literacy.
- Identify needs, agree on a timetable and programme content, and hold 10 training sessions on adult literacy for 200 women in each of the provinces.
- Identify information needs of the different services of the national society, agree on the database architecture, seek the technical support of specialists, acquire three computers and create a computerized personnel database.
- Identify needs, agree on a timetable and programme content, arrange with provincial leaders and organize training sessions for 99 provincial elected members on the principles of good governance and management.
- Plan and hold two conferences on the statutes in six provinces
- Recruit qualified persons to fill the posts of Director of Finance and Administration (DAF) and a Director of Organizational Development (OD).
- List existing partners and establish a framework agreement with partners.
- Follow up and evaluate the Institutional Development programmes implemented in 2001 and put corrective measures in place.

Objective 2 Facilitate the organization of 12 regional and communal general assemblies in the RoC RC.

Activities to reach this objective are:

- Assist the RoC RC in forming teams to visit the regions and communes.
- Establish a work schedule covering six months, planning two assemblies each month, on the basis of a standard text, which will contain general guidelines and the agenda for the business to be conducted at the regional general assemblies.
- Make travel arrangements for delegates taking part in the regional assemblies.
- Assist the RoC RC in training regional and communal committee staff and volunteers in new good governance practices and the separation of functions.
- Organize evaluation and training in good governance practices and project management.
- On the basis of a pre-defined training syllabus and programme, organize a seven-day training course in partnership with a national management training school.
- Follow up with the national society to monitor progress in the implementation of general assembly recommendations on integrity issues, transparency in Red Cross activities, good and effective communication between governance and management.

Objective 3 Reinforce the financial and material capacity of the national society at the national and regional levels in DRCRC.

Activities to reach this objective are:

- Identify needs, agree on a timetable and programme content, arrange with provincial leaders and support the installation of resource development committees in six provinces of Kinshasa, Bas Congo, North Kivu, Kasaf Oriental and Kasaf-Occidentale.
- Install telephone services in the provincial offices in Katanga, Kisangani and Matadi.
- Conduct feasibility studies and a viability analysis; put in place monitoring and control mechanisms and where viable, initiate income-generating projects in six provinces.
- Conduct feasibility studies and viability analysis, put in place monitoring and control mechanisms and where viable, commence women's income-generating projects on sewing, hairdressing and other micro-projects such as food processing.

- Conduct feasibility studies and a viability analysis, seek support from architects and building engineers, fund-raise and construct an income-generating building project in the headquarters of the national society.
- In RoC, carry out a viability and feasibility study on a river transport, income-generating activity. Put in place financial and operational management systems. Seek quotes, award tender and purchase three canoes with three outboard engines. Recruit three captains and four sailors for the three canoes. Operate the three canoes to the islands to transport goods and passengers. Dry dock and carry out regular three monthly maintenance and repairs.

Objective 6 Encourage and continue to involve youth in the implementation of Red Cross activities.

Activities to reach this objective are:

- Evaluate, equip and monitor the already-trained youth patrols to implement road safety programmes in the city of Kinshasa. Extend the student patrol projects in 20 schools in Lumbashi.
- In the 11 provinces of the country, carry out a comprehensive census of existing Red Cross groups in educational institutions, identify needs and reactivate or initiate Red Cross groups where feasible. Consult with provincial leaders, compile a list of participants, finalize the programme, make documents available and hold a seven-day national youth conference.

Expected results

- District assemblies organized in 11 provinces, regular central committee meetings, the distribution and dissemination carried out has improved the governance of the national society. Qualified director of finance and administration and a director of organizational development will have been recruited. The framework agreement defined and strengthened relations with partners. The evaluation of the organizational development programmes will have revealed steady progress and corrective actions to be taken during the course of implementation will have strengthened the organizational development capacity of the national society. The database continues to be used in personnel management. The senior staff trained in computer literacy are now using computers in their day-to-day activities. The senior staff are able to communicate in basic English. There are 11 functional provincial resource development committees equipped with knowledge. There is a better understanding of project design and management by the senior staff. Two income-generating projects are functioning and yielding income for the national society.
- Ten regions will have been visited by the management committee teams. The ten regional committees will have been informed of the measures to take and the preparations required to organize the regional general assemblies. Representatives will have been duly informed of travel arrangements for the journey to the place where the assembly is to be held. Delegates representing the regions at the assemblies will have acquired good governance skills and will be capable of implementing them in their regions. They will have a clear vision of the mechanisms required to implement a project, identify community needs and evaluate their own capacities. On their return to their respective areas, the 260 delegates will have the skills required to formulate projects and put them into practice under the close supervision of regional and national leaders to ensure that the projects are fully integrated in the general framework of Red Cross activities. As a result of the regional assemblies, the RoC RC will be able to rely on well-functioning regional committees. The decentralization of activities is a key element in the development of the CRC. It is only by injecting new life into Red Cross networks throughout the country that the CRC will be able to carry out effective community health programmes and reinforce co-operation with national and international institutions.
- A viability and feasibility study on a river transport, income-generating activity is carried out. Financial and operational management systems are put in place. Three canoes are purchased with three outboard engines. Recruitment of three captains and four sailors for the three canoes occurs, and the activity is well operated and maintained.
- The national youth camp enables the promotion of peace and develops exchanges between youth of the RC and partner organisations. Youth are integrated into common activities regarding peace culture. Youth theatre groups are effectively involved in the promotion of peace and the Fundamental Principles of the Movement.

Indicators

- The number of evaluations carried out in the regions. The number of senior staff and officers trained on project management and fund raising. The number of senior secretariat staff trained in the English language and computer literacy. The number of women who received literacy training. The quality of and number that have access to the database. The number of training sessions and participants undergoing training on good governance and management. The number of resource development committees established. The number of telephone sets and services installed in the provinces. The number of income-generating activities initiated and viable in the provinces. The number of income-generating building projects in the headquarters. The number of capacity-building projects implemented by women. The number of evaluations, youth equipped with relevant tools, and monitoring visits carried out on the road safety programme implemented by youth.
- The number of schools added to the patrol projects. The number of Red Cross groups reactivated in the universities and technical schools in the provinces. The number of youth conferences held.
- The number of actual visits made by management committee members to the ten regions compared with the planned number of visits. The number of delegates attending the assemblies compared with the total number of delegates registered. The results of good governance evaluations carried out by the central committee. The results of project management training evaluations by trainers from the management training school. The quality of the regional development plans formulated at the regional general assemblies. The profiles of elected members and their capacity to implement the development plans successfully. The degree of satisfaction shown by the volunteers of each region with the outcome of the regional general assemblies. The number of trainers from the regions. The number of volunteers certified. The number of training sessions held by the trainers. The existence of a database and frequency of its use in planning and management.
- The number of viability and feasibility studies carried out. The number and quality of financial and operational management systems put in place and the degree of their compliance. The number of canoes and outboard engines purchased and captains and sailors recruited. The number of passenger trips and income collected. The number of dry docks and times the canoes have been serviced. The number of participants from the RoC RC. The number of participants from other organisations. The number of decisions taken and to be followed up. The number of theatre groups established and public performances held.

Critical assumptions

- Should control of the government change in one or more of the provinces, it would be impossible to carry out planned objectives. To carry out the objectives identified in the programme, funding must be available. The very strong base of Red Cross volunteers must remain intact throughout the provinces. Close collaboration with ICRC offices in Brazzaville and Kinshasa will be essential.
- The return of lasting peace will enable RoC RC members to attend the assemblies. The amount of consideration given by political and administrative authorities to the RoC RC is a factor which will exert a determining influence on the image of the national society. The regions work in close collaboration with the regional government's administrative and health authorities. The local committees will manage resources efficiently. The treasurer general and the accountant will ensure full respect of financial and accounting procedures. Those responsible at the regional level and the volunteers commit themselves to providing monthly reports. The volunteers accept work on a voluntary basis. Technical assistance and financial aid is provided by ICRC, the Federation and other national societies; these are key to the success of the assemblies and the income-generating activity.

Monitoring and evaluation arrangements

- The Federation delegation will continue to participate in the implementation of the recommendations of the PriceWaterhouse Coopers and will follow closely the implementation of administration, human resources and financial procedures and systems at headquarters as well as at the provincial level.
- The implementation and correct utilization of the administrative, human resources and financial systems will be evaluated after three months, six months and a year. In the case of the financial procedures, the finance and administrative delegate for DRC and RoC will monitor and ensure that regular reports are written and shared.
- At the close of each communal assembly, a detailed report will be submitted to the management committee who will ensure that operations comply with the current statutes, the principles of the Movement and good governance. At the close of all the assemblies, a summary will be drafted that

includes the receipt, analysis and assessment of activity reports submitted by local committees; management control; analysis of supervisory reports; and evaluation of the revival of decentralized structures. With the formation of the elected communal committees, the Red Cross will be in a better position to monitor the activities of the committees in accordance with the national society's development plan. The general secretariat of the management committee is responsible for preparing the main documents to be sent out to the regions and communes. It is also responsible for logistical arrangements in co-operation with the treasurer general.

- At the regional level, a technical monitoring committee will evaluate the development of the project in each region, taking its progress and failures into account so as to be able to take corrective action. This committee is composed of the representative of the regional health directorate, the representative of the regional social affairs directorate, the representative of the prefecture and the representative of the Red Cross regional committee. The RoC RC and the Federation will make two joint supervisory missions to the seen regions in months six and 12 of the project.
- The radio network installed in the target localities will be made accessible to the population. In this way, messages complying with Red Cross transmission rules can be sent along the river, with financial contributions fixed in agreement with representatives of the communities concerned.

[click here to return to the top](#)

6. Coordination and management

Background and achievements/lessons to date

Democratic Republic of Congo Since January 1994, the UNHCR, the Federation and national society have provided assistance to Angolan refugees in the southwest of the country. After an initial phase in which the assistance had the character of a full relief operation including the distribution of seeds and agricultural tools, and as refugees increasingly integrated in the communities of the Cataractes, Lukaya and Bas-fleuve sub-regions, the Federation and national society focused on health and education with assistance currently provided from 19 dispensaries and 30 schools. In April 1998, a branch development delegate started to work with various branches of the national society. Auto-evaluations were carried out in two of the provinces just prior to the outbreak of conflict in the country. In August 1998, all delegates were evacuated from DRC as a result of the fighting taking place in Kinshasa, and it wasn't until October of the same year that a liaison delegate returned to Kinshasa to be followed in December by a Federation delegate.

During the past two years, the in-country Federation delegation has worked to develop the management abilities of the national society. Several projects were supported by the Federation, and these were used to provide training in the area of project management and reporting to national society staff and volunteers at the Secretariat level. ICRC is encouraging the Federation to expand capacity-building activities in the provinces of Katanga and Kasai Occidental. The Federation has a strong and important role to play in assisting the new governance and management teams develop the skills necessary to effectively and efficiently govern and manage their society. As of October 2001, a new head of delegation has been appointed to cover both Federation delegations in Kinshasa and Brazzaville. The tasks of the current organizational development, health, and finance and administrative delegates have also been varied to cover both countries. This means that, at the moment, two delegates will be based in Kinshasa and one in Brazzaville, but both bases will cover the two countries. The overall objective is to be more cost effective and be closer to the national society. The terms of reference of the planned FACT mission, if achieved, will spell out the areas of intervention for the coming years. Gaining an overview of the situation, the DRCRC, supported by the Federation, will then need to review its programme and draw up plans, especially disaster preparedness and rehabilitation, from June 2002 and beyond. The Federation delegations in Brazzaville and Kinshasa will promote knowledge sharing, human resource exchanges between the two national societies and with other national societies in the region. Such areas will include disaster preparedness, disaster response, and health, taking into account development of institutional capacities of both national societies.

Republic of Congo Since the signing of the cease-fire agreements in December 1999, the Republic of Congo has worked on establishing a lasting peace. This is a long-term endeavour, for the country has been devastated by recurring wars and the possibility of development severely compromised. The country must give priority to tackling a variety of tasks, including reorganization of the armed forces, the reintegration of former militiamen, reconstruction of administrative infrastructures and the health and education systems, and getting agriculture, business and industry onto its feet again. This situation as it evolves has had a direct impact on the activities of the Congolese Red Cross (RoC RC) and, consequently, on the type of support the Federation provides to the national society. During the year 2000, the Federation has considerably modified its structure so as to adapt to this rapidly-changing context. The biggest changes have come about at Pointe Noire where the sub-delegation moved into the offices of the national society regional committee and all the Federation staff has been integrated into the RoC RC teams.

At the level of the delegation, there has gradually been a reduction in Federation personnel and a redefinition of its role so as to strengthen exchanges and collaboration with the various departments of the RoC RC. Thus equipped, the delegation has been able to undertake the gradual transfer of know-how, and, in parallel, of responsibilities, to the national society. Co-operation contracts for relief and community health programmes defining clearly the role of the RoC RC and the Federation have permitted effective handling of the support to the national society to strengthen operational capacities. As a result of improved socio-economic conditions, the delegation has been able to work on strengthening co-operation and collaboration between the RoC RC

and the ICRC and between the RoC RC and the national societies contributing to the region. In the same way, positive working relations have been established with the public authorities and national or international organisations. With a view to pursuing the work accomplished and responding more adequately to the needs of the national society, the Federation intends to continue to adapt its profile so as to perform its mission in the most effective manner possible.

Goal To become the service leader, the Federation delegation in Kinshasa and Brazzaville will focus on partnership building and will advise, facilitate, co-ordinate, advocate and develop effective links with the DRCRC, the CRC and the Movement, as well as other humanitarian participants in the countries.

Objectives and activities

Objective 1 In close collaboration with the Central Africa regional delegation in Yaoundé, the delegations will support the national societies implement Strategy 2010, the Africa Review, the Ouagadougou Declaration and other regional decisions in a cost-effective manner.

Activities to reach this objective are:

- Assist national societies in placing and maintaining sound management and financial systems and controls. Provide operation and financial reporting in a timely and accurate manner.
- The delegation will provide the necessary assistance in the planning and execution of the district assemblies in the DRCRC and the regional and national assemblies in the RoC RC. Information sessions will be held, following the assemblies, to clearly define the separation of the roles between governance and management.
- The delegation will assist the central committees in clarifying roles in relation to the secretariat and to the provincial committees, as well as provide information sessions to the central committee members related to defining and understanding the role of a Red Cross society governing body.
- The delegation will provide the necessary logistical and financial support to the central committee so that they can share the above information with provincial committees.
- Follow up with the national societies to monitor progress in the implementation of general assembly recommendations on integrity issues, transparency in Red Cross activities, good and effective communication between governance and management.

Objective 2 To support the two national societies in ensuring coherence and co-ordination in the elaboration of a strategic development plan and a country assistance strategy.

Activities to reach this objective are:

- Regular weekly meetings between the Federation delegates and the secretariat of the national societies will be established, which will provide a forum from which to follow up and monitor progress in programme implementation.
- Meetings with directors of programmes will take place regularly so as to ensure strategic orientation is in line with programme implementation.
- Training and learning opportunities will be provided to Federation and national staff.
- A working committee will be established between Federation staff and national society staff to identify how to work together better and to share experiences and knowledge.
- As of November 2001, the Federation delegation will share offices on the national society premises with the secretariat of the national society.
- Develop human resources exchanges, partnerships, and co-ordination, and provide adequate training to the regional and country delegations and national societies staff.
- Recruitment of country-contracted staff, regionally-deployed staff, consultants, delegates; implement and effectively use the human resources database.

Objective 3 Ensure good and productive collaboration with the ICRC in line with the Seville Agreement and the Movement's norms.

Activities to reach this objective are:

- Attend regular co-ordination meetings with the ICRC. Co-ordinate with the ICRC head of delegation on planning and implementation of national society programmes.
- Co-ordinate technical and financial support to the national societies with the ICRC delegation.
- Co-ordinate delegation security matters with the ICRC.
- Involve the ICRC in planning related to national society programmes, especially in disaster preparedness and conflict preparedness.

Objective 4 The strengthening of existing relationships between operating partners and the establishment of new ones.

Activities to reach this objective are:

- Represent the Federation in the region and engage in advocacy activities.
- Meet with all current and potential partners to explain programmes of the national society and the supporting role of the Federation.
- Provide support and training to the national society in administering and managing programmes in order to reinforce credibility and image as an efficient and competent implementing partner.
- The head of delegation will provide the necessary support to the secretary general in regaining the confidence of the international and local organisations which will include training sessions for staff in project planning, objective setting, project management, reporting and meeting time objectives, among other items.
- Develop links with the members of Federation statutory bodies, increase partnership with businesses, multi-governmental, and non-governmental organisations.
- The delegation will support the national societies in mobilizing resources within the country through contacts with embassies, UN partners, and companies.

Objective 5 Ensure integrated planning, implementation and evaluation of delegations' activities.

Activities to reach this objective are:

- Conduct meetings once every two weeks with all delegates, and monthly meetings with local staff. Organize programme reviews every quarter with all delegates.
- Organize sessions twice per year with delegates and national society staff to review progress on programme and budget implementation and mid-term revisions.

Expected results

- Effective collaboration with the regional delegation. Support provided to the national society to implement Strategy 2010, the Ouagadougou Declaration and other regional decisions in a cost-effective manner. The national society will have maintained sound management and financial systems and controls, reporting on its operation and financial management in a timely and accurate manner.
- National society governance structures are strengthened, continuously maintain the characteristics of good governance, and effectively participate in wider Federation activities
- A well-functioning country delegation will contribute to further strengthening the national society. Staff will be well-versed in all administrative and financial routines and controls.
- A strong collaboration with the ICRC, effective rationalization and sharing of resources depicting the picture of a movement will occur.
- Information flow between the national society and the Federation will be dynamic and effective resulting in integrated strategies and coherent programmes.
- A profound understanding by national society staff and volunteers of the roles and responsibilities of management and governance.
- The national society will have improved its image as a competent and efficient implementing partner in assistance programmes and will establish new partnerships with United Nations agencies or with international organisations to carry out projects.
- Coherence and integrated plans will be maintained. Good co-ordination between the Federation delegation and national society management will occur.
- Existing relationships between operating partners are strengthened and new ones established. The Federation actively engages in marketing, fund-raising and advocacy activities.

- All Federation programmes are well integrated, implemented and evaluated.

Indicators

- The number of financial systems put in place. The number of financial and narrative reports submitted. The number of reviews and implementation of programmes.
- The number of district assemblies and information sessions held. The volume of logistical and financial support to the central committee. The number of briefing sessions with national society governance.
- The number of monitoring sessions. The number of co-ordination meetings with the ICRC, and the number of times the Federation consults with ICRC on planning and implementation of national society programmes, security matters and planning related to disaster preparedness and conflict preparedness activities with the national society.
- The number of weekly meetings between Federation delegates and national society management. The number of training sessions and learning opportunities provided and the number of working committee sessions. The accrued savings and benefits from the move. The number of staff recruited and deployed regionally. The number of consultants and delegates engaged and the frequency of use of the database.
- The number of activities in representing the Federation and of advocacy issues raised. The number of meetings with partners. The volume of support received as a result of fund-raising efforts. The number of programme reviews with Federation delegates and of twice-annual sessions with delegates and national society staff.

Critical assumptions

- Relative stability and security within the region and unforeseen events that would not substantially reorder established priorities.
- Funding is available to support the delegation's duties.
- The national societies are prepared to work closely with the Federation.

Monitoring and evaluation arrangements

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

[click here to return to the top](#)

PROGRAMME BUDGETS - 2002								
Delegation RDC & ROC								
PROGRAMME	Disaster Prep	Disaster Resp	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	3'500	0	0	0	0	3'500
Clothing & Textiles	41'917	0	13'500	0	0	0	0	55'417
Food & Seeds	13'750	0	4'700	0	0	0	0	18'450
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	13'360	45'925	91'564	0	0	0	0	150'849
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	93'500	4'175	81'909	0	0	0	0	179'584
Other Relief Supplies	0	0	10'500	0	50'100	0	0	60'600
Subtotal Supplies	162'527	50'100	205'673	0	50'100	0	0	468'400
Land & Buildings	835	0	35'970	0	0	0	0	36'805
Vehicles	0	0	17'340	0	0	0	0	17'340
Computer & Telecom	0	0	0	0	16'700	0	0	16'700
Medical Equipment	0	0	0	235	0	0	0	235
Other Capital Equipment	0	1'837	37'600	705	0	0	9'972	50'114
Subtotal Capital	835	1'837	90'910	940	16'700	0	9'972	121'194
Programme Management	30'541	12'852	103'917	8'487	48'027	0	49'836	253'659
Technical Services	9'142	3'847	31'107	2'541	14'377	0	14'918	75'932
Professional Services	10'139	4'266	34'498	2'817	15'944	0	16'544	84'208
Subtotal Programme Support	49'822	20'965	169'521	13'845	78'347	0	81'299	413'799
Warehousing/Inspection	0	0	19'922	0	0	0	0	19'922
Transport & Vehicles	81'962	18'450	78'386	0	18'500	0	55'380	252'678
Subtotal Transport & Storage	81'962	18'450	98'308	0	18'500	0	55'380	272'600
Delegates & Expatriates	0	0	148'512	0	108'300	0	204'952	461'764
National Societies and Local Staff	133'980	77'596	458'711	43'883	354'636	0	169'627	1'238'433
Subtotal Personnel	133'980	77'596	607'223	43'883	462'936	0	374'578	1'700'197
Travel & Related Expenses	0	2'004	83'393	6'452	19'924	0	27'840	139'613
Information	0	3'340	36'758	52'444	20'054	0	4'913	117'509
Consultants	0	0	10'000	0	0	0	38'882	48'882
General Expenses	23'800	16'300	181'518	8'300	45'684	0	146'214	421'816
Training Workshops & Seminars	0	0	57'800	0	0	0	0	57'800
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	23'800	21'644	369'469	67'196	85'662	0	217'849	785'620
TOTAL BUDGET	452'926	190'592	1'541'104	125'864	712'245	0	739'078	3'761'809