

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

CENTRAL AFRICA REGION

Appeal no. 01.44/2003

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	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	686,664	710,000
2. Disaster Management	64,173	70,000
3. Humanitarian Values	82,575	86,000
4. Organizational Development	686,849	520,000
5. Federation Coordination	246,178	250,000
Total	1,766,437¹	1,636,000

Introduction

While socio-economic indicators for most of the countries in Central Africa seem to suggest a relative richness, in fact, the available resources in these countries remain very unequally distributed, with a disproportionate impact on the most vulnerable.

As a result, a tiny minority of people continue to become steadily richer while the vast majority remains poor and is left with increasingly less access to basic services, particularly in the health and education areas. Their overall situation, including their food security has become gradually more precarious. At the same time the region is almost continuously affected by epidemics, a rapidly increasing HIV/AIDS infection rate, floods, drought, and conflicts for which the poor pay a heavy price.

The Red Cross Societies of the sub region could, through their volunteer networks, contribute to the improvement of the living conditions of the more vulnerable groups, not by substituting for the responsibility of the authorities or by replacing the solidarity of local communities, but by boosting the existing efforts and compensating for existing gaps. They, however, paradoxically lack the financial means to sufficiently develop their activities in view of the needs of their communities and only draw a limited number of donors.

Thus, the 2003-2004 Appeal aims at strengthening the impact of the Societies involved by providing them with the systems and resources needed to rapidly multiply those activities that have a proven, positive effect on the lives of the vulnerable. To that end a series of programmes are proposed that combine the strengthening of capacities in the fields of health and disaster management with a sustained effort to improve planning, management and reporting skills of staff and volunteers in a bold, new way. The proposed approach provides on the job training to clusters of branch managers at the grass roots level, together with a coach at the intermediate

¹ **USD 1,212,046 or EUR 1,200,997.**

² **These are preliminary budget figures for 2004, and are subject to revision.**

level (i.e. within the existing provincial committee or comité de département) specifically tasked with the replication of the program in other branches already six months after the start of the program. The establishment of small scale income generating projects from the start will guarantee sustainability of the program beyond its first phase of 18 months, including the 12 months that are covered by the actual appeal, for which external funding will be needed to cover, inter alia, the cost of the initially needed expatriate trainers. A system will be put in place from the very beginning to ensure the recruitment and training of trainers within the Societies involved that will take over the role of these expatriates after the start-up phase. Sufficient attention will be given to document the lessons learned from the introduction of this approach that puts fresh emphasis on the importance of “attaining critical volume” in addition to “focusing on relevant priorities” and “facilitating synergy through working with relevant partners” as critical conditions for impact.

Regional Context

The Central Africa region comprises the Republic of Cameroon, the Republic of Congo (RoC), and the Democratic Republic of Congo (DRC), the Central African Republic (CAR), Gabon, Equatorial Guinea, Sao Tome and Principe, and Chad.

Rather than poverty, the countries in Central Africa are characterized by a growing gap between the rich and the poor. In the CAR, 60% of the country’s incomes are shared among only 20% of the population, whereas, only 0.7% is left to the 10% of the population who represent the country’s poorest. Whatever overall economic indicators might suggest, the majority of the people of the region are living in extremely difficult conditions and are totally vulnerable. The number of people who are expected to survive with less than one US dollar varies from one country to another but reaches 1/3 of the population in Cameroon and up to 66% in CAR. Their already limited access to basic health care is further hampered by the pressure that is increasingly put on the existing, already insufficient infrastructure by the additional needs of a rapidly growing number of people who are HIV/AIDS infected. A UNAIDS study has revealed that HIV/AIDS patients occupy up to 60% of the hospital beds. Another study carried out by UNICEF in 1999 has revealed that in both the CAR and Cameroon 15,000 students per country find themselves without teachers because of AIDS. Even though the countries in the sub region are making significant efforts in terms of the prevention and surveillance of epidemics, they are frequently hit by epidemics like cholera, meningitis and even Ebola.

Several countries of the region are facing regular food shortages, not only due to recurrent occurrences of floods and drought but also to instability resulting from political tension (Chad, CAR) or even full scale armed conflict (RoC and DRC).

Human Development Indicators at a Glance

	Cameroon	Central African Rep.	Chad	Equatorial Guinea	Sao Tome and Principe	Gabon	Sub-Saharan Africa	World
Life expectancy at birth (years)	50	44	45	50	~	52	48.7	66.9
Adult literacy(% age 15 and above) 2000	76	47	43	83	~	~	61.5	~
Adult literacy rate(female as % of male) 2000	84	58	66	80	~	~	77	~
Combined primary secondary and tertiary gross	43	25	31	64	~	86	42	65
GPD per capita (PPP\$), 2000	1,703	1,172	871	15,073	1,792	6,237	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49)	11.8	12.9	3.6	3.4	~	~	9	1.2
Refugees (thousands), in/out, 2000	44/2	56/0	18/55	0/1	~	18/0	~	~

Source: UNDP HDR 2002

In order to meet the needs generated by these economic and other hardships, the region needs strong, well managed Red Cross Societies with a guaranteed access to the most vulnerable. For them to improve the living conditions of millions of vulnerable families, they need to rapidly multiply their most successful social and health activities in a sustainable way accompanied by powerful advocacy efforts to draw the attention of policy makers and the public to the plight of the most vulnerable.

National Societies of the region have almost chronically experienced serious funding deficits, partially due to the absence of strong historical ties with those countries that most actively support international cooperation but also to a certain weakness in the dialogue with the predominantly anglophone donor community. Poor funding, however forms an obstacle to the expansion of the activities of these Red Cross Societies and limits the support the Federation's Secretariat can allocate to the region. The concern, expressed in the Code of Conduct, to support the vulnerable - and hence the National Societies who serve them - *proportionate to their needs only* has over time forced the Secretariat to look for innovative ways to provide its services. An emphasis on developing systems and structures that facilitate sustainable, local multiplication of external inputs and the decision to change the status of its presence in the sub-region from a Regional Delegation to a less costly Regional Office are expressions of the willingness to provide maximum service at minimum cost without losing effectiveness.

The Regional Office is committed to support National Societies in attracting additional resources by helping them actively to forge partnerships with organisations, private companies, local and national authorities that are based or active in the sub-region and show a genuine interest in humanitarian issues and activities. The staff of the Central Africa Desk and the Africa Department of the Federation Secretariat in Geneva will, in addition, intensify its efforts in order to convince potential expatriate donors to better meet the needs of the region.

In order to maximally benefit from available support, duplication of efforts has to be strictly avoided. It is hence a matter of priority to develop a framework (Cooperation Agreement Strategy "CAS") to regulate the cooperation and the assistance provided by the various Red Cross actors and their partners in a given country. The process to develop CAS which already resulted in effective, comprehensive Red Cross strategies in many African countries was never fully implemented in Central Africa by lack of sufficient resources. Provided that sufficient funding is found, it will be introduced in 2003 and finalized in 2004 in five countries, three by the Regional Office for Central Africa ("BRAC") and two by the Delegation in Kinshasa. This should correct the, at times existing lack of balance and coherence in the support to different countries by providing a much needed overall framework that clearly defines the objectives for all assistance.

In the meantime, given the absence of pre-existing strategic development plans and CAS for the various Societies of the sub-region, an integrated sub-regional approach has been chosen over a country based format for this appeal. In order to allow the reader to identify the specific assistance efforts to individual Societies in the sub-region, a summary table has been added as an annex.

National Societies' Priorities

For the last three years, the difficult economic and socio-political context has determined the priorities of the National Societies of the sub region. These priorities were confirmed at the Partnership meeting in June 2001 as follows:

1. Strengthening of the Societies' capacity to engage in activities in support to vulnerable :
 - Branch development at local level: strengthen organization, provide adequate training and improve volunteer management.
 - Improve program and project planning skills.

2. Community-based health:
 - Raise the community's awareness and understanding of HIV/AIDS
 - Prevention of epidemics by involving volunteers in IEC campaigns and in epidemiological surveillance
 - Improve access to water and sanitation facilities
3. Disaster and conflict Preparedness and response:
 - First-aid training
 - Training of a team of volunteers, prepared for an immediate response to epidemics.

It should be noted that these priorities constitute a summary which is not exhaustive, because by June 2001 none of the National Societies of the region had defined a real strategic plan, based on a thorough analysis of the strengths, weaknesses, opportunities and threats their home communities and Societies are facing, before being asked to express their priorities. These priorities hence rather reflect some of the key worries the Red Cross leaderships had at a given point in time instead of being a comprehensive list of shared priorities. While all leaders still endorse the relevance of the above mentioned priorities they also agree that the list is far from final.

At a Glance

	Cameroon	Central African Rep.	Chad	Equat. Guinea	Sao Tome and Principe	Gabon
Statutes	1998	2000	2000	1999	2001	2001
National Disaster plan	~	~	~	~	~	~
Regulations	1998	2000	2000	1999	2001	no
CAS	no	no	no	no	no	no
Elections	1998*	2000	2000	1999	2001	2001*
Yearly audit	no	no	yes	yes	yes	no*

*scheduled for 2002

Furthermore, most of the National Societies had elaborated documents called development plans without sufficiently associating the various stakeholders of the Red Cross action. This explains why some issues, highly relevant in our regional context, such as the promotion of humanitarian values, the need for local fund-raising or the importance of developing real multiplication mechanisms within the existing structures of the Societies were not explicated during the June 2001 partnership meeting, even if they are indeed well taken into account in each of the programmes.

Red Cross and Red Crescent Priorities

From the time the Regional Delegation for Central Africa opened its office in Yaoundé, it has always stressed the need to jointly define a comprehensive "cooperation strategy", approved by all partners that are active in the sub region. Such a strategy would serve as a framework within which the various capacity building or response programmes of individual partners would carefully be designed to ensure that all efforts would serve a common goal as defined by the host National Society. The small number of partners that are active in any given country, the limited volume of activities supported by them and the lack of resources available for coordination purposes explain the low interest for a coordinating framework and the failure to define common goals and strategies until now. Nevertheless, the year 2001 was marked by three major related events:

- In January, the Regional Delegation organized a partnership meeting in Geneva in order to reach a better understanding of the Central African Societies' concerns, needs and priorities, to explain the Secretariat's approach to the sub-region and to generate support to its various capacity building initiatives in the sub-region.

- In February, the first meeting was followed by a planning meeting with the Secretaries General of the 8 National Societies in Douala, presided by the President of the Regional Coordination Committee, Mme. Victorine NGAMPOLO, President of the Red CrossRed CrossS, supported by staff members of the ICRC and the Federation Secretariat and a bilateral cooperation Delegate, based in the DRC. During the meeting, Mr. Matthieu KOLOMBO, President of the DRed CrossRed CrossS was elected as next president of the coordination committee.
- A partnership meeting was organized in June (then called “Joint Meeting”) in Yaoundé to take stock of ongoing programmes and further develop partnerships. The meeting was attended by the various Societies that support programmes in the sub-region (Spain, France, Great Britain, Sweden, and Switzerland), representatives of the Federation’s Africa and Health Departments along with key representatives of the national societies of the region.

Unfortunately, for reasons explained above, this consultation process did not yet result in the finalization of fully fledged Cooperation Agreement Strategies (CAS). It has, however, increasingly become clear that a comprehensive framework, jointly negotiated by all partners that are willing to support a Society, not only facilitates coordination, it also strengthens donor loyalty and helps all involved to remain focused on key strategic goals. As such, it is an important support to continuity in the development efforts of any National Society. The Regional Office intends to revive the process in at least 3 Societies. A SWOT analysis should be followed by the preparation of a comprehensive Strategic Plan in these 3 societies before the end of 2003. This should serve as a basis for negotiation with the various Red Cross partners in their countries and finally result in a jointly agreed upon CAS before the end of 2004. The Delegation in Kinshasa will engage in a similar process with the Red Cross Societies of the two Congos.

Priorities of the Red Cross Partners

The main Participating National Societies intervening in the sub region and their main support are :

- **French Red Cross:**
 - Fight against HIV/AIDS: provision of treatment on an outpatient basis to PLWHA in Gabon and in Congo Brazzaville. The activity is implemented in cooperation with the Ministry of Health rather than with the respective Red Cross host societies.
 - Support to organizational development in Gabon and Chad.
 - Water and sanitation project in Chad.
- **Swiss Red Cross:**
 - Community-based health project and support to women & development activities in Chad.
 - Support to organizational development in Equatorial Guinea.
- **Spanish Red Cross:**
 - Support to women & development project and to a training centre for deaf-mute in Equatorial Guinea.
 - Support to a community-based health project and water and sanitation activities in Equatorial Guinea.
 - Support to the elderly in Sao Tome and Principe.
 - Financial resource development in Congo Brazzaville: river transportation project and support to the construction of the national head office.
 - Support to women & development project in Red Cross (sewing activities).
- **Belgian Red Cross:**

- Street children project in Cameroon (started with the national society, this project is actually conducted in cooperation with the Ministry of Social Affairs without involvement of the host Society) and in the Red Cross.
- Support to the promotion of Humanitarian Values in favour of PLWHA
- Support to the running costs of the paediatrics hospital in Kalembelembe end to the rehabilitation of health centres in the periphery of Kinshasa (Red Cross).
- **German Red Cross:**
 - Technical and financial support for the production and sale of membership cards in Congo Brazzaville and support to the rehabilitation of health centres in the Pool region (Republic of Congo).

The ICRC is conducting a traditional ICRC programme with the various National Societies focusing on:

- Cooperation.
- Emergency (conflict) preparedness.
- Info-dissemination/IHL/Tracing.

An increasing participation of the National Societies in the planning and implementation of capacity building and organizational development efforts is sought in order to strengthen the host Societies' capacities to plan, monitor and manage increasing volumes of activities in response to the needs of large groups of vulnerable in their home communities. In order to have real positive impact on the lives of their beneficiaries, Red Cross Societies must expand the volume of their activities. The management of such a "critical volume" of activities demands, however, also a critical level of management skills at the various levels of the host Societies. While major efforts in organizational development have resulted in a significant improvement of the skills levels at the various headquarters, still much needs to be done at the intermediate level of the same Societies. Experience has shown the limited potential of a top-down approach to introduce and sustain large scale development at branch level. Rather a sustained effort is needed to transform the existing intermediate level of Societies in a real coaching level, in charge of introducing new skills and ideas, of motivating, of monitoring progress and providing feedback to branches and headquarters and of guaranteeing the overall quality of financial and narrative reports from branches to donors in order to prepare Societies for engaging in much needed activities on a critical scale. A SWOT analysis should help the Societies involved to better define priority action and objectives. A Strategic Plan can help them to better focus on real, sustainable priorities that make full use of the specific advantages they offer as grassroot-based volunteer organisations. The preparation and adoption of a comprehensive Cooperation Agreement Strategy (CAS) will help them to strengthen donor loyalty and to safeguard longer term continuity of their various efforts.

Priority Programmes for Secretariat Assistance

Conscious of the suffering of numerous vulnerable people and families, the Red Cross societies of the Central Africa region have decided no longer to accept the unacceptable. They want to contribute on a relevant scale to improve the living conditions of as many vulnerable as possible in their home countries.

To support this humanitarian commitment of the Societies, the Secretariat will mobilize and coordinate available and new support to the National Societies, both within and beyond the sub-region, to enable them to:

- strengthen their institutional base.
- define priorities based on their core competencies and comparative advantages as a well known and accepted volunteer network with a strong presence at grass root level.
- to build or strengthen their capacities to plan, implement and monitor key activities. and

- develop and/or strengthen the systems and structures needed to support the scaling up of these activities, especially in the areas of community-based health, disaster management and promotion of humanitarian values.

1. In view of the increasing gap between the rich and the poor, the high number of people living under the poverty threshold and the failing capacity of authorities and communities to cover their needs, National Societies are obliged to maximize the impact of their programmes in the **field of health and care** in view of their role as an auxiliary to the public authorities. In order to achieve it, Societies must design or strengthen the mechanisms and structures that facilitate the multiplication of their most relevant activities, i.e. existing and new activities that have a real positive impact on the living conditions of the vulnerable.

Investing in the multiplication of success becomes the primary priority in the region. The issue is less to develop yet another new project than to scale up existing good projects to reach “critical volume”, i.e. the scale of activity needed to really have an **impact at public health level**. The “Support to Multiplication” project aims at identifying and training (on the job) coaches, within the existing structures of the Societies, who will facilitate branch development, recruitment, motivation and management of volunteers, and the multiplication of the Societies’ core activities, in accordance with the conclusions of the ARCHI 2010 process and the Ouagadougou Declaration. The development of small scale income-generation projects at various levels of the Society will be promoted to sustain the work of these coaches over time.

By actively developing the volunteer network including in rural areas and by mobilizing them to **support the work of the health authorities** specifically in those activities that are compatible with their competencies and volunteer status as per the ARCHI 2010 philosophy, National Societies will attempt to at least partially correct the lack of access of the vulnerable to their countries’ health infrastructure. The various priority actions that are defined through the ARCHI 2010 process represent activities through which simple volunteers can have a real positive impact on the public health of their community if developed on a sufficiently large scale. The ARCHI 2010 process serves, since the Vth Pan-African Red Cross and Red Crescent Conference as the basis for defining the objectives of the community based health programmes of all African National Societies. In 2003, the adaptation of health programmes in view of the ARCHI 2010 process will be consolidated in Cameroon, CAR and Chad and will be introduced in Equatorial Guinea. A specific programme aims at mobilizing all volunteers in the fight against AIDS, Tuberculosis and discrimination resulting from HIV.

2. In the field of disaster management the Regional Office will build on last year’s efforts by **further improving the skills of the RDRT**, the then introduced Regional Disaster Response Team (RDRT), basically a roster of disaster management experts from the sub-region, members of the various Central African Societies. They were trained using a methodology that is compatible with the training of the Federation Field Assessment and Coordination Teams, a world-wide network of disaster management experts, ready to be deployed to any scene of a disaster at short notice to strengthen the response and coordination capacity of the Red Cross or Red Crescent Society of the affected country. These teams will boost the response capacity of Central African Red Cross Societies in medium size disasters and will serve as a liaison between the host Society and the FACT team in case of a large scale disaster.

Funds are sought by this appeal to enable the Regional Office to strengthen the RDRT members’ skills with regard to the provision of basic water and sanitation services in emergencies and with regards to the response to epidemics. The various procedures (contracts, insurance, financial systems) needed to guarantee **a quick deployment of the RDRT** in case of a disaster within the sub-region will be introduced. The development of procedures will take into account relevant successful experiences from other African sub regions. A pilot project will prepare selected

branches in Cameroon, Chad and Central African Republic for a larger scale involvement in food-security activities as of 2004.

3. The development of a network of Red Cross minded journalists and the provision of a constant flow of articles and messages focusing on humanitarian issues and Red Cross action to this network will facilitate a better **promotion of humanitarian values**. Using this network, the Federation will participate in giving better access to the information media to the various vulnerable groups in the sub-region.

4. In the field of **organizational development**, an ambitious program will strengthen the National Societies capacities on a number of issues :

To ensure the long term continuity of valuable Red Cross action, sustainability is a key condition. National Societies must succeed in ***mobilizing more resources within their own communities*** in order to become less dependent on external funding. This includes both human resources (qualitative and quantitative expansion of the pool of volunteers, partnerships with locally available experts in government services, organisations and private companies) and material resources (local fund-raising, stronger participation from governments side) to add to the limited resources provided by partners from outside the region. While it remains difficult to accept the almost constant lack of interest for Red Cross work in Central Africa as a mere fact of life, it needs to be dealt with in a constructive way.

The “Voluntarism project”, born from the ARCHI 2010 initiative, will help to upgrade the National Societies, pool of human resources. A special effort will be made towards the ***recruitment of volunteers in the rural areas*** to prepare a larger involvement of selected National Societies in food security activities at the beginning of 2004. An assessment of the number and profile of volunteers needed for each of their programmes will help the National Societies to ***better define and target their recruitment efforts***.

Through a pilot project, funds will be mobilized locally in the private sector (*authorities, organisations, industry and trade*) in order to start to correct the existing funding deficits as a result of weak interest from foreign donors. In the same context and in an attempt to minimize the consequences of accidents at the workplace, ***first-aid training against payment***, tailor-made to fit the specific needs of a given workplace (already existing in Cameroon) be proposed to industries and private enterprises.

The interest and confidence of donors in the Red Cross work will gain from strengthened reporting skills as a result of additional training that will be provided.

To guaranty an effective use of the available resources and avoid duplication of efforts made by the various Red Cross and Red Crescent Movement partners, a process to prepare, adopt and implement “Cooperation Assistance Strategies” will be introduced in at least 5 Societies of Central Africa in 2003, i.e. 3 directly assisted by the Regional Office in Yaoundé and two with support from the Kinshasa Delegation.

5. More attention will be given to **the international representation** of the Societies of the sub-region and their Federation through regular contacts with National Authorities, diplomatic missions and representatives of international organisations through a ***sustained information campaign, focusing on the various policies and positions of the Federation with regard to humanitarian issues and on the needs of relevant vulnerable groups***.

6. The Regional Office will fully support the sub-regional coordination committee in taking more strongly ownership of the responsibility and accountability for the overall quality of Red Cross management and governance in the sub-region.

1. Health and Care W *<Click here to return to the title page>*

Background and achievements/lessons to date

The Central Africa region countries are among the sub-Saharan countries with the most alarming health statistics. Infants continue to pay a heavy tribute to diarrhoeal and other diseases that can be prevented by vaccination (Extended Programme of Immunization). The immunization coverage that used to be amongst the best in Africa in the 1980s has by now fallen back to 50%. The polio virus was still creating victims until very recently in the region in Chad, Central African Republic and Cameroon. Measles remains one of the main causes of infant mortality in the region. Although the risk of faeco-oral infections seems to be gradually brought under control in the rural areas, access to potable water remains dangerously low at approximately 40% in suburban areas. The collapse of the price of cotton and coffee, both prime sources of income in rural areas, has further sustained an already ongoing exodus from the rural areas towards overcrowded cities where precarious living conditions easily facilitate the rapid spread of infections and even epidemics.

The National Societies of the region fully adhere to the ARCHI 2010 Strategy in supporting their respective ministry of health in implementing activities that are part of the national health plans with the support of WHO, UNICEF and other partners. In fact, during the last three years, Red Cross volunteers have contributed to a variety of activities on a significant scale :

- *Polio eradication*: the participation of Red Cross volunteers has ensured successful National (NID) and local (LID) Immunization Days. Red Cross participation has especially been helpful in reaching the target population in remote areas. This has contributed to a number of successes including the fact that in the year 2001 not a single case of acute paralysis due to the wild polio virus was reported in the region although surveillance was improved again involving Red Cross volunteers. As one token of appreciation for their work, the Chadian government has allocated significant grants to support the work of the Chad Red Cross Society.
- *Campaigns against measles*: the American Red Cross initiative to support a world-wide campaign against measles started in 2002 in Cameroon. The participation of volunteers was key to the success of this campaign. In fact, 1,500 volunteers supported a massive social mobilization effort which resulted in a 100% vaccination coverage of children aged 9 months to 14 years. The Ministry of Health explicitly acknowledged the vital contribution by the Cameroon Red Cross volunteers to the success of the operation.
- *Fight against HIV/AIDS*: the prevalence levels in the sub-region are highly alarming since they have reached a level where an exponential growth should be expected unless a massive , sustained preventive effort is made to at least slow down the further transmission of the HIV virus. This can be understood as follows : prevalence rates will grow gradually as long as they reflect a transmission that remains basically confined within specific risk groups with a limited number of “members”. If, however, the epidemics keeps on growing the infection will start to affect the population at large and will rapidly gain momentum. This rapidly increasing incidence will then, especially at the start, be reflected in an exponential increase of the prevalence figures. The following, recent figures are cause for serious concern:
 - 14% Central African Republic
 - 12% Cameroon
 - 7% Chad
 - 4% Gabon

Even if the insular countries are hardly affected today (Equatorial Guinea 0.5%; Sao Tome and Principe 0.05%) all should be done to keep the situation as such knowing that the oil boom might easily trigger a change in behaviour that supports a rapid increase in the incidence of the infection. In Chad, Cameroon, and CAR the situation has worsened since 2001 because of a considerable development of prostitution all along the track of the pipeline which is under construction and is drawing large numbers of people in search for employment or sex work.

The rejection by the community of the people living with HIV is an issue in itself. In fact, many people become subjected to discrimination at their work place or in their home community as soon as their status gets known. Consequently, many people prefer to hide their status and even refuse to go for voluntary testing out of fear that anyone known to them might see them and spread the news that there is at least a reason for doubt with regard to their condition.

Poverty and precarious living conditions easily push girls to accept unprotected sex proposed against payment, especially in urban areas. Being poor, young and female puts them in a position of dependency that makes it difficult to resist risky behaviour which, in turn, sustains the pandemic. Recent research conducted by the National Committee for the Fight against AIDS in Cameroon, Central African Republic and Chad has revealed that sensitization activities reach only a small part of the youngsters aged 15 to 25 years. And yet, it is this population that is certainly most vulnerable to attracting the virus. A significant and sustained scaling up of prevention efforts, especially insisting on peer education, becomes necessary in order to eradicate unsafe sexual behaviour. In fact, as long as an effective vaccine remains unavailable, prevention remains the number one lifesaving activity that is accessible to the communities of the sub-region. In line with the Ouagadougou Declaration, the eight National Societies of the region have committed themselves since October 2001, with the support of the Federation, to fight against HIV/AIDS, through peer education within the youth population in secondary schools and religious communities. These activities have permitted to train an average of 500 peer educators in each of the countries involved within one year, to set up a drama group that performs in the open and at schools in all major cities. Companies are increasingly inviting these Red Cross theatre groups to perform for their workers. Leaflets spread the information on AIDS in local languages and are widely accessible in the eight countries. To counter the discrimination of people living with HIV, National Societies have established collaboration frameworks with the various networks of people living with HIV/AIDS (PLWHA). Still, much remains to be done especially in rural areas.

Today, the National Societies would like not only to consolidate but especially to strengthen the activities they have developed during the past two years, by replicating them in other provinces. They also need the support to carefully plan additional programmes that would have the potential of being funded by the United Nations Global Fund. Very few organisations in the world have a volunteer network that has the size and penetration in local communities as the Red Cross has. Strengthening that network by providing coaches who will keep the volunteers motivated and focused on the task, who will promote successful initiatives and support the scaling up of activities is of the utmost importance. We believe that our regional approach to maximally support the development and strengthening of sustainable multiplication mechanisms is absolutely vital to fighting this killer disease.

Today, the ministries of health of the sub-region acknowledge the importance of maximizing the participation of the Red Cross volunteer networks in the sensitization of the community. Seven National Societies are today member of the Country Coordinating Mechanism for use of the Global Fund ("CCM") in their country and play an important role in planning and managing

health efforts alongside United Nations and cooperation agencies. Conscious of the value of their contribution, National Societies wish to take the training of their volunteers further to allow them to have a real impact on the health of their community with little means but well motivated and a cost that remains reasonable for the community involved in order to contribute effectively and efficiently to the reduction of morbidity and mortality due to preventable diseases that keep affecting the region.

In Chad, Cameroon and Central African Republic, in 2003 the efforts of the past will be carefully consolidated while at the same time the programme will be introduced in Equatorial Guinea.

In 2004, the direct support to Cameroon, Chad and Central African Republic will come to an end. They will by then be able to continue to develop their National Societies on their own by building on the preceding years' achievements. Three other Red Cross Societies will then instead be supported in the region.

Overall Goal

Reduced vulnerability of local communities in Cameroon, Chad and the Central African Republic to disease including to AIDS and the various opportunistic infections related to the HIV virus. Absence of stigmatization encountered by PLWHA and their families.

Programme Objective

The key health problems of the communities that are supported by the Cameroon, Chad, Central African Republic and Equatorial Guinea Red Cross Societies will be identified in a participatory way and priority activities will be planned and implemented to help the community in tackling these problems.

Instead of using a vertical approach where separate groups of volunteers support different health activities, an integrated approach will be used, in line with the ARCHI 2010 philosophy. In this approach, clusters of local branches are supported from the start to identify the health needs of a community in a participatory way and to jointly with them define those actions that will generate the biggest impact at the smallest cost. This definition takes the efforts of existing services and other organisations into account not only to avoid duplication but also to promote constructive partnerships where possible. Members of the community and volunteers are then trained to address the identified needs and activities are started, fully involving the community members. Successes are monitored and documented and shared by the coach with volunteers and communities at other locations to convince them of the value and feasibility of the activities. Lessons learned are shared to avoid needless repetition of mistakes.

The coach, originally closely monitored by a delegate, basically a "super coach", providing on-the-job training, is gradually left to do the work alone while the delegate starts to support additional coaches elsewhere. Careful identification and selection of the best coaches not only allows to replace the delegate by local resources but also to multiply the number of "super coaches" in order to start the process in other provinces or "départements"... This way, a simple but effective "multiplication mechanism" is put in place that gradually covers the various branches in a province/département and the various provinces/départements of a country. All branches involved in the process are required to initiate one or more small income-generation projects in order to generate funds that will allow them to provide some token incentives to the volunteers that are involved in the program. A small percentage of the income of the project is officially transferred to a fund at the intermediate level of the society from which costs and incentives for the coach will be taken. This should allow to keep the multiplication sustainable over longer periods of time.

Expected Result

- The eight National Societies of the region are involved in the fight against HIV/AIDS on a relevant scale.
- Local branches in at least 4 National Societies have assessed the health problems of their communities in a participatory way and have identified priority activities to resolve them.
- Volunteers of 4 National Societies conduct health promotion activities in line with the national health plans of their country and in cooperation with local health infrastructure.
- Red Cross volunteers in Cameroon, Chad and Central African Republic take part in NID and LID, at least focusing on polio eradication and the fight against measles.
- 100% immunization coverage against polio for the children aged 0 to 5 years in Cameroon, CAR and Chad. As a result no cases of acute flaccid paralysis due to the wild polio virus will be recorded in Cameroon, CAR and Chad.
- Morbidity and mortality due to measles will be reduced by 50% in Cameroon and Central African Republic.
- Equatorial Guinea, Cameroon, Chad and CAR communities will be fully involved in all health promotion activities supported by the Red Cross to their benefit.
- All eight National Societies of the region are members of the health related interagency committees (IAC) of their respective country and they participate actively and meaningfully in national and regional meetings.
- The National Societies of Equatorial Guinea, Cameroon, Chad and CAR benefit from local funding for their programmes.
- Communities will have a more operational image of the National Societies of Equatorial Guinea, Cameroon, Chad and CAR
- Mortality as a result of epidemics will be reduced by 50% in the sub-region
- Morbidity and mortality due to malaria will be reduced by 15% in the above mentioned four countries.
- All eight National Societies have significantly scaled up their involvement peer education against HIV/AIDS
- All eight National Societies are promoting the use of condoms in addition to promoting abstinence and faithfulness
- A group of commercial sex workers is involved in peer education in Chad, CAR, Cameroon, Congo, DRC, Gabon and Equatorial Guinea in close cooperation with the Red Cross .
- Volunteers in Cameroon, Congo, Chad and CAR are promoting Voluntary Counseling and Testing as part of the fight against HIV/AIDS
- The eight National Societies sustain activities aimed at fighting discrimination and stigmatization due to HIV
- An average of 500 PLWHA per country receive adequate home care by their family members.
- People living with HIV/AIDS are fully collaborating with the Red Cross National Societies in the fight against AIDS
- The eight National Societies of the region take part in the fight against tuberculosis in collaboration with the ministries of health.
- Directly Observed Treatment of 150 tuberculosis patients per country is monitored by National Societies volunteers.
- All eight National Societies of the region are members of the health coordination mechanism in their countries.
- At least three National Societies of the region benefit from Global Fund (GF) funding.
- All National Societies of the sub region take part in regional meetings on GF.
- All Societies participate in the Central and West African technical working group on health
- A sustained campaign against discrimination and stigmatization due to HIV/AIDS is supported by all 8 National Societies.

2. Disaster Management W *<Click here to return to the title page>*

Background and achievements/lessons to date

With the support of the division responsible for Disaster Management (DMC) at the Secretariat, in Geneva, the regional office organized a theoretical and practical training workshop for key disaster responders of the various Central African Societies. The participants now constitute a roster of disaster managers from various fields of expertise, ready to be deployed within the sub-region at very short notice. In case one of these Societies needs to respond to a sudden or slow-onset disaster in its country, it immediately informs the Regional Office of the nature, scale, estimated number of affected, expected evolution, probable duration of the deployment of volunteers in the operation. When the response requires more resources than can be deployed immediately by the Society, the Regional Office will propose to deploy a team (“ERDAC”) taken from the sub-regional roster and additionally even a FACT team in case the resources needed can not sufficiently be met by the sub-region.

In line with the change process that is promoted by the Federation Secretariat, more operational responsibility is given to the regions, triggering the need to continuously strengthen and specializing human resources. Moreover, given the justified claims of donors and beneficiaries to receive professional quality services, disaster responders need advanced training to guaranty a standard of high effectiveness and cost efficiency in disaster response. In 2003, specialized training will be provided to part of the members of the sub-regional roster in the areas of water and sanitation and the management of epidemics, both key priorities in the sub-region.

The training will prepare the participants to plan and organize practical interventions in favour of disaster victims. It will also prepare them for cooperation with ERUs, i.e. highly specialized international Federation teams that are deployed in case of large scale or technically complicated disasters and bring with them a large volume of specialized equipment.

The training of the ERDAC and further specialization of some of its members hence allows the Federation to complete its system of a “proportionate response” to disasters : while the Red Cross Society of an affected country will always respond, a regional team (ERDAC) will only be brought in if the resources needed for the response can not be covered by that Society. Technical ERUs can be added if their expertise is needed and justified by the scale of the needs, a FACT can be deployed if the situation calls for more capacities in terms of the analysis, coordination and management of large scale relief operations.

The training of a regional team is therefore neither a duplication of other Secretariat’s efforts nor a competition to the ERU and FACT system. On the contrary, such a training guarantees an efficient use of the various options for response and allows decision makers at all times to prepare for the arrival of and liaison with an element of the next layer of the overall response. The training hence facilitates a real continuation between a national, regional and international (supra-regional) response.

To retain as much as possible the trained resources, an effort will be made to keep the members of the roster involved in the training of national relief teams and in various disaster preparedness efforts.

Advance warning

On September 16 a tripartite agreement between UNHCR, Cameroon Red Cross and the Federation Regional Office for Central Africa was signed to support a group of approximately 12,000-15,000 Nigerian refugees that had arrived already early on in 2002 in the North and North-west of the country. These refugees and their livestock herds are living in a very scattered way in an area that spans more than a 150 Km and to date very little is known about the specific conditions many of them are facing. Scarcity of drinking water sources is certainly an issue as the additional needs triggered by the newly arrived families and their cattle is putting extra

pressure on an already precarious situation. Originally reported high levels of malnutrition, now seemingly back to more normal proportions, might easily run out of control again since the actual harvest is reported to be weak and the existing community already faces yearly shortages especially during the period called “la soudure”, i.e. the part of the year close to the next harvest when communities are running out of reserves from the previous harvest.

UNHCR has fully funded the actual phase of the operation on an emergency budget until the end of the year. Although the traditional criteria for WFP support are fulfilled, WFP was not in a position to support the refugees with emergency rations. Food support has hence remain limited to partial rations provided by UNHCR, completed by generous support from the host community. It has in the meantime become clear that the refugees are not planning to return at the end of the year since the conditions that triggered their exodus have not changed fundamentally. In the same time, host communities who have shown a remarkable degree of solidarity to the newly arrived, start to indicate that there is an end to their capacity to support the refugees.

A joint Cameroon Red Cross/Federation assessment of the living conditions and needs of the refugees and of the coping capacities of the host community has started at the end of September and monitoring of food prices and availability and health indicators has been initiated. An appeal might be needed to support the refugees beyond January 1 especially if WFP would not step in with much needed food support. A standard Operations Update should be expected by February 15.

Overall Goal

Reduced vulnerability of the populations in Central Africa following disasters.

Programme Objective

The technical skills of the regional disaster response team (ERDAC) are strengthened in the areas of water and sanitation and epidemic management (“ERDAC training project”) and food security (“VCA and Food Security project”) ; all procedures and practical arrangements are in place to facilitate a rapid deployment of the ERDAC during disasters (“Development of ERDAC deployment procedures”).

Expected Results

1. The sub-regional disaster response team specializes in water and sanitation and epidemic management.
 - The sub-region has sufficient trained experts to deploy a unit, specialized in issues related to water and sanitation in case of a disaster.
 - The water and sanitation team is able to plan and set up basic water and sanitation services during a relief operation.
 - The sub-region has contingency plans available for a standardized response to epidemics, especially in response to cholera and Ebola.
 - A sufficient number of human resources is available within the sub-region that have the skills and knowledge to safely and effectively intervene during cholera epidemics.

2. All necessary procedures for an early warning and rapid deployment of the ERDAC are in place..
 - Administrative, financial and contractual procedures are in place.
 - Whenever a National Society is informed that a disaster has happened in its country, it immediately informs the Regional Office of the nature, scale, estimated number of affected, expected evolution, probable duration of the deployment of volunteers in the operation.
 - In case of a disaster that requires a response that goes beyond the capacity of the Red Cross Society of the country concerned, the Society will immediately solicit the

- deployment of a response team and will facilitate its arrival (visa, permit procedures, etc.) and integration in the ongoing operation.
 - Central Africa National Societies will facilitate the deployment of their members of the ERDAC roster.
3. Two local committees per National Society (Chad, Cameroon, CAR) have a full understanding of the food security concept and are prepared to engage in activities to improve the food security of their community on a relevant scale in 2004.
- The Food security concept is well understood by all the Red Cross staff and volunteers involved.
 - Red Cross volunteers are recruited, particularly in rural areas, and have received adequate training on food security issues and projects.
 - Chad, Cameroon and CAR National Societies are committed to improving the level of food security in their countries. This commitment is illustrated by a significant effort to recruit volunteers and to develop branches in targeted rural areas.
 - In each country, two local (rural) committees are prepared to take part into food security programmes in 2004.

3. Humanitarian Values W *<Click here to return to the title page>*

Background and achievements/lessons to date

Up to now, only the DRC Red Cross, with the support of the Belgian Red Cross Society, has developed a separate project that aims at promoting humanitarian values, in their case in favour of PLWHA. In the other Societies the promotion of Humanitarian Values is essentially carried out through youth activities focusing on the fight against stigmatization of PLWHA and on promoting a culture of peace mainly through drama groups. However, the widespread occurrence of exclusion, marginalization, discrimination, and all sorts of violence warrants the development of far more pertinent efforts to promote relevant humanitarian values in the sub-region.

A journalist network interested in humanitarian issues and the Red Cross work will be set up and regularly provided with messages that illustrate the efforts of the National Societies of the sub region and clarify the positions and policies of their Federation on humanitarian issues. Some examples of such issues are : the consequences of economic sanctions, discrimination at the workplace, the role and suffering of women especially in disaster and conflict situations, the stigmatization of PLWHA, the issue of female genital mutilation etc. A constant flow of such messages will be produced to substantiate a sustained campaign against discrimination while a well known international personality will be invited to support the visibility of the Red Cross fight against stigmatization of PLWHA.

Overall Goal

Absence of discrimination and stigmatization in the community.

Programme Objective

The public has a sound understanding of and respect for the work of the eight Red Cross Societies of the sub-region and of the Federation's positions and policies related to humanitarian issues, including discrimination with a particular emphasis on stigmatization of PLWHA and sexual violence to women..

Expected Results

- Each National Society will set up and maintain a network of journalist that are interested in humanitarian issues and the work of the Red Cross and will regularly provide them with articles that illustrate the work and policies of the Red Cross.
- These articles will regularly be published by the journalists.

- A dinner attended by an internationally renowned personality will be organized for people that occupy key positions in the trade and industry sector in order to involve them in the fight against AIDS at the workplace.
- People living with HIV/AIDS and other victims of discrimination have a better access to communication media.

4. Organizational Development W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

Today, some National Societies of the region have made an important start in drafting a three-year development plan. Finalization of this effort is however needed through a genuine planning process that involves the participation of all stakeholders to the work of the Red Cross, communities, volunteers, authorities, donors and other partners. SMART indicators, clear plans of action, transparent budgets and monitoring and management procedures are to be defined to allow smooth implementation of the plan. Staff and executives of the National Societies are, however, at times not sufficiently trained in project cycle management. As a result, plans are sometimes rather expressing “what one could do if only one had the money for it” than a definition of “what one will do because one has to, whatever effort it takes to find the money for it”. A more participatory approach, involving actors and partners within and beyond the Society in the planning process, would trigger a stronger feeling of ownership from the side of key stakeholders.

Through a better training of volunteers, staff and decision makers of the National Societies, projects and programmes to provide relevant services on a relevant scale to vulnerable populations of the region will be better planned, implemented and monitored. This should help to improve the positive impact of Red Cross Societies on their communities.

The proposed organizational development programme is structured around main axis :

- Strengthen the governance and management skills of decision makers at the various levels of the National Societies of the sub-region, including the mobilization of resources that are locally/nationally available.
- Improving the recruitment and management of volunteers.

Overall Goal

A strong management and governance of National Societies’ and their volunteers.

Programme Objective

National Societies are credible to their stakeholders, have improved their management and regularly provide transparent reports. They obtain thus better access to locally available resources. A sustainable system of multiplication, making use of well managed volunteer networks, guarantees a cost-effective use of these resources.

Expected Results

- 1 By improving the institutional base (statutes, organization of General Assembly,...) Of National Societies and upgrading the competence of staff and volunteers in charge of resource and programme management, National Societies are better position to mobilize local funding and other support in addition to better eligible for funding by international donors.
 - National Societies will have improved their legal base by revising Statutes and Internal Regulations adapting them if necessary to allow for more complementarity of governance and management, a better access to executive positions and a stronger participation of women and the youth in the decision making process.

- National Societies will have strengthened the development of local branches, especially in the rural areas and the recruitment (quantitatively and qualitatively) and management of volunteers.
2. Volunteers are well managed and offer good quality community services. As a result, the visibility, credibility and operational reputation of National Societies has further improved.
 - Mechanisms and structures that facilitate multiplication of priority Red Cross projects and programmes are set up in the Chad, CAR and Cameroon National Societies.
 - The volunteers base has been expanded, quantitatively and qualitatively in order to better reflect the whole of the community with a particular focus on recruitment in the rural areas to allow for a future (2004) involvement in food security programmes.
 - Targeted recruitment campaigns have brought in sufficient numbers of volunteers with additional skills or better access to social and professional environments whose support is beneficial for the Red Cross action (industry and business, academic and scientific world, traditional and customary chiefs, etc.).
 - A more positive impact of volunteers on the health and living conditions of their home communities boosts their motivation and results in stronger, more visible, more effective and operational local branches even when there are no disasters. Branches are therefore more appreciated and better supported by local authorities, beneficiaries and local partners.
 3. National Societies will deliver professional quality narrative and financial reports.
 - A reporting officer will fully master all necessary reporting skills as per Federation standards and will produce relevant and attractive reports meant for the public and partners on a weekly basis.
 - In each National Society, a qualified person is responsible for the timely preparation of narrative and financial reports, in compliance with specific donor and/or general Federation standards.
 - National Societies produce all narrative and financial reports on time and up to professional standards.
 - Effective, professional quality logistic and financial procedures are set up and consolidated in each National Society.
 - National Societies of the sub region are more credible to their donors.
 - Donors, beneficiaries and volunteers can regularly appreciate the real and concrete impact of the Red Cross action.
 4. National Societies have better access to local resources.
 - At least 3 National Societies of the sub region will have created a committee in charge of resource mobilization.
 - National societies will have accessed additional resources through local fund-raising and the multiplication of income-generating projects.
 - There will be a better balance between the resources obtained inside and outside the sub- region.
 - A newsletter is being issued twice a year to exchange positive experiences with regard to the National Societies' resource mobilization in their respective home country.
 5. First-aid courses, organized against payment at the workplace are generating additional income for the National Societies.
 - First-aid courses are adapted to the needs of specific companies, industries or organisations and organized against payment in at least three National Societies. At least part of the income enables them to finance coaches tasked with the support to branches at the local and intermediate level.

5. Federation Coordination W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

From the time of its installation in Yaoundé, the Regional Office has promoted a process of consultation and mutual assistance between the eight National Societies of the region in order to really “work together as a Federation” in meeting more effectively the needs of the vulnerable. Two meetings are held every year, one to define and plan the support of the office to the various Societies, the other to evaluate the support at mid-term and to adapt the plans in view of funding realities and obvious evolution in the needs. The ICRC, Participating National Societies and Africa Department are participating in the second meeting. The president of one of the sub-region’s National Societies is elected by his peers as President of the sub-regional coordination committee to improve regular communication and cooperation between the various Societies. At the time of writing, the president of the coordination committee has attended the General Assembly organized by the Red Cross Society of the Republic of Congo and is still expected to visit Cameroon on the occasion of their General Assembly in November 2002.

In addition, the Regional Office is using several resources from the sub-region’s National Societies’ as resource persons : the Sub-Regional information officer, the Coordinator of response to Nigerian refugees in Cameroon, consultants for support missions.

While a serious effort to improve governance and management has resulted in very positive results, there are still remaining weaknesses that need to be addressed : lack of complementarity in the roles of governance and management, serious infighting at the highest level of some societies, perceived or real integrity issues. These weaknesses will affect the reputation of all Societies unless addressed appropriately and are hence a source of concern for the leaderships of all Societies of the sub-region. Support will be needed to allow the sub-regional coordination committee to play a more active role in addressing remaining weaknesses, including by using peer pressure where needed. It is a pity that several relevant requests to visit sister Societies and good initiatives to support colleagues in solving acute crises had to be denied by lack of funding. Support from donors who believe, beyond rhetoric, in supporting National Societies and their leaders in taking more responsibility and accountability for the quality of management and governance in their sub-region is not only badly needed, it will also be strongly appreciated by the National Societies of the sub-region and their Regional Office of the Federation.

A number of limitations of the current sub-regional coordination mechanism need to be corrected in the process :

- Terms of Reference of the Coordination Committee and its president needs to be defined and agreed upon.
- Resources must be provided by internal or external sources to allow members of the committee or their president to attend relevant occasions and meetings in the sub-region and the annual partnership meeting in Geneva.
- Resources must be provided to allow committee members or its president to mediate in crises that affect the functioning or reputation of Red Cross Societies in the sub-region.
- Constructive exchange of experiences between the various Societies must be promoted and supported by minimal resources.
- A process to jointly define and support the implementation of a CAS needs to be started urgently.

Overall Goal

National Societies of the sub region working as a Federation are responsible for the overall quality of their work and fully ensure their effectiveness and sustainability.

Programme Objective

The National Societies of the region will have a stronger sub-regional coordination mechanism at their disposal with clearly defined terms of reference and sufficient resources to allow members to attend relevant occasions in the sub-region and the partnership meeting in Geneva and to help sister Societies in solving management of governance problems.

A process to develop CAS will be well on track in 5 Societies of the sub-region, 3 supported by this appeal, 2 by the Congo appeal.

Expected Results

1. The regional coordination committee is strengthened.
 - The president of the coordination committee will be more meaningfully involved in addressing remaining internal problems of the National Societies.
 - National Societies take collective responsibility for the overall quality of governance and management and for the image of the Red Cross in their sub region and will support positive change through peer pressure, the exchange of experiences and effective cooperation.

2. Good progress is made in the CAS process in three National Societies :
 - A SWOT analysis will have been carried out in Cameroon, CAR and Chad involving all layers of the Societies involved and representatives of their stakeholders.
 - A Strategic Plan will be drafted or updated by each of the Societies defining their key objectives, programmes and policies in a comprehensive way and identifying the resources (human and financial) and structures needed for their implementation.
 - All Red Cross components agree to collaborate within a jointly agreed upon framework (Strategic Plan and CAS) and commit themselves to actively pursue synergy between their respective efforts.
 - The National Societies of the sub-region and the Red Cross Societies that support their work confirm and support the coordination role of the Federation Regional Office for Central Africa.

3. National Societies have harmonized and effective volunteers management policies.
 - The pool of volunteers of the eight National Societies will be significantly enlarged and will represent a true cross section of the community they are intended to serve. Numbers and profiles of volunteers needed for the various activities of the Societies and for their management are identified and form the basis for targeted and sustained recruitment campaigns.
 - A willingness to really cooperate with vulnerable groups, including PLWHA, is reflected in effective membership of some of their representatives
 - The region has a standard policy plan for the recruitment of volunteers.
 - A serious exchange of positive experiences with the recruitment, motivation and retention of volunteers provides additional motivation to individual Societies to improve their recruitment and branch development efforts.

6. International Representation W

Background and achievements/lessons to date

Being the largest Humanitarian Organization in the World, the Federation has a particular responsibility for advocating the rights and interests of the millions of vulnerable people it has committed itself to serve all over the world. Given its image and credibility as a long established, mature and serious organization with the public and governments, the Federation has a unique potential to raise awareness and mobilize solidarity in favour of individuals and vulnerable groups, often forgotten by the media and sometimes even by their political leaders.

Because of a tendency to modesty, discretion and confidentiality, the Federation and its constituent Societies have not fully utilized the potential they had to attract and focus the attention of the media and the public at large on the needs of the vulnerable, and on the underlying causes of their vulnerability, particularly in those cases where Red Cross or humanitarian action alone could not correct these causes. Today, more than ever, the Federation is realizing that it can contribute to the reduction of vulnerability and suffering far beyond its direct intervention capacity by convincing communities and local or national authorities to act where the humanitarian action acknowledges its limitations. Typical illustrations are the fight against poverty, discrimination and stigmatization or the fight against sexual violence and child abuse all of which require the combined action of the public, the authorities, humanitarian organisations, the educational systems and others to yield the level of change that is needed.

Overall Goal

The public, authorities and donors have a thorough understanding of the various policies and positions of the Red Cross with regard to humanitarian issues positions and strongly appreciate the activity of the Central African Red Cross Societies and their Federation.

Programme Objective

The information network of the sub region Societies will guaranty a good transfer of relevant information both from the Societies to the Regional Office, and from the Regional Office to the National Societies and their respective target publics. Hence, the image of the Central African National Societies as committed, operational agencies and the impact of their advocacy efforts in favour of the vulnerable will be strengthened.

Expected Results

1. The public and the authorities of the countries concerned have a better knowledge and understanding of the work done by the Central Africa Red Cross Societies as a result of a better coverage of their activities, values, policies and principles by the media.
 - National Societies are updating the Regional Office on a weekly basis on their activities. After consolidating and editing the information, the Regional Office in agreement with the president of the sub-regional coordination committee will put it at the disposal of the Participating National Societies and other interested partners to keep them updated and thus facilitate donor loyalty.
2. The impact of the advocacy work by the Federation and National Red Cross Societies in favour of the most vulnerable will have improved.
 - A network of members of the written press, radio and television will be installed and sustained in order to support the advocacy efforts of the various Red Cross Societies on behalf of the vulnerable .
 - A constant flow of articles containing humanitarian messages will be put at the disposal of National Societies who will forward them to a network of befriended journalists in their countries.
 - Campaigns against discrimination and stigmatization due to HIV/AIDS will be strengthened through a constant flow of relevant messages.
3. Longer term donor loyalty will be secured through regular updates, presentations and informal contacts and new donors will be convinced to support the work of the Secretariat and the National Societies in the region.
 - Through regular updates on the Federation's positions with regard to humanitarian issues, diplomatic missions will better appreciate the work of the Federation and of the Red Cross Societies of the sub-region.

- National Societies will be promoted as credible potential partners in the implementation of the humanitarian agenda's of embassies and international organisations.

<Budget below - Click here to return to the title page>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.44/2003

Name: Central Africa Sub-regional Programmes

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	6,000	0	0	0	0	6,000
Teaching materials	0	19,400	0	12,500	0	0	31,900
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	25,400	0	12,500	0	0	37,900
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	30,000	5,500	0	7,500	0	0	43,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	11,250	16,500	0	0	0	0	27,750
CAPITAL EXPENSES	41,250	22,000	0	7,500	0	0	70,750
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	30,962	28,154	2,856	0	13,347	0	75,318
TRANSPORT & STORAGE	30,962	28,154	2,856	0	13,347	0	75,318
Programme Support	44,645	44,633	4,171	5,367	16,002	0	114,818
PROGRAMME SUPPORT	44,645	44,633	4,171	5,367	16,002	0	114,818
Personnel-delegates	143,737	110,330	9,936	0	52,658	0	316,660
Personnel-national staff	126,859	118,947	3,657	19,508	11,117	0	280,087
Consultants	0	0	0	0	0	0	0
PERSONNEL	270,596	229,277	13,593	19,508	63,775	0	596,748
W/shops & Training	215,313	219,300	36,773	34,300	121,000	0	626,685
WORKSHOPS & TRAINING	215,313	219,300	36,773	34,300	121,000	0	626,685
Travel & related expenses	33,570	47,710	0	0	120	0	81,400
Information	0	8,000	0	0	0	0	8,000
Other General costs	50,513	62,190	6,780	3,400	31,934	0	154,817
GENERAL EXPENSES	84,083	117,900	6,780	3,400	32,054	0	244,217
TOTAL BUDGET:	686,849	686,664	64,173	82,575	246,178	0	1,766,437