

# Appeal 2004



## NIGERIA SUB-REGIONAL PROGRAMMES

### Appeal no. 01.31/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text<sup>1</sup>, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

Programme title	2004 in CHF
<b>Strengthening the National Societies</b>	
Health and Care	3,120,725
Disaster Management	562,708
Organizational Development.	613,707
<b>Total</b>	<b>4,315,140<sup>2</sup></b>

Please note that objectives, expected results, and activities associated with the Humanitarian Values programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [<Click here to go to the text>](#)

Please note that objectives, expected results, and activities associated with the Coordination, Cooperation and Strategic Partnerships programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [<Click here to go to the text>](#)

<sup>1</sup> Identified by blue in the text.

<sup>2</sup> USD 3,240,811 or EUR 2,777,689.

## **Sub-regional context**

Following the regionalization process of the Federation in West Africa, the national societies of Benin, Ghana, Nigeria and Togo were constituted under the Lagos Sub-Region in July 2003. Despite the dominance of Nigeria, through its geographical size and large population, the four countries face and experience similar challenges. These include poverty and recurrent economic difficulties, inadequate infrastructure and limited health and social services. The main challenges to them all include the increasing prevalence of HIV/AIDS, food insecurity, communal and localized conflicts, and political instability.

The National Red Cross Societies in the Lagos sub-region play a vital auxiliary role to their respective governments by providing health and care and emergency disaster services.

The focus of the Federation Lagos sub-regional office is to strengthen the capacity of each of the four national societies to scale up and implement Community Health Services, including HIV/AIDS projects.

In Nigeria, the Disaster Preparedness programme will promote the training and equipping of Emergency First Aid Volunteers for an effective and timely disaster response.

The Federation Lagos sub-regional office works with the four national societies in the region in providing specialized help in health, organizational development, and financial and administrative planning and monitoring. The Lagos sub-regional office will continue to support the training of governing bodies, volunteers and staff, and help in emergency actions.

The Lagos sub-regional office will also help to ensure development of resources and credible and timely reporting. It assists national societies in advocacy, coordination and promotion of partnerships.

The Lagos sub-regional office represents the Federation in the region, and has established cordial and mutually-beneficial working relationships: government ministries, regional organizations like ECOWAS<sup>3</sup>, the office of the European Community, the United Nations agencies, and other humanitarian organizations such as Médecins sans Frontières, OXFAM and Save the Children.

Liaison by the Lagos sub-regional office with all four national societies has been effective. The Lagos sub-regional office is housed in the Nigerian Red Cross Society premises in Lagos; the ICRC Lagos office is also housed in the same compound. Travel by road to all four countries is practical and cost-effective. Language transcends borders; each national society has been able to communicate with the others at the four regional meetings held so far. The exchange of views and the mutual support given to each other has been beneficial and helped to consolidate the objectives of the Movement<sup>4</sup> in the region.

### **Lagos Sub-Region: Human Development Indicators**

<b>Description</b>	<b>Benin</b>	<b>Ghana</b>	<b>Nigeria</b>	<b>Togo</b>	<b>Sub-Sahara Africa</b>	<b>World</b>
Population	Below 7 million	-	About 130 million	Below 5 million	-	-
Life expectancy at birth (years) for 2001	53.5	56.3	51.3	50.3	48.7	66.9
Infant mortality rate (per 1000 live birth) for 2000	98	58	110	80	107	56
Maternal mortality rate reported (per 100,000 live births) for 1999	500	210	-	480	-	-
Persons living with HIV/AIDS	4.1 % (for 2001)	3.4%	5.8% (for 2001)	6.0% (for 1999)	9.0%	1.2%

**Source: Human Development Report 2002 and 2003 (UNDP and UNICEF)**

<sup>3</sup> ECOWAS - Economic Community of West African States

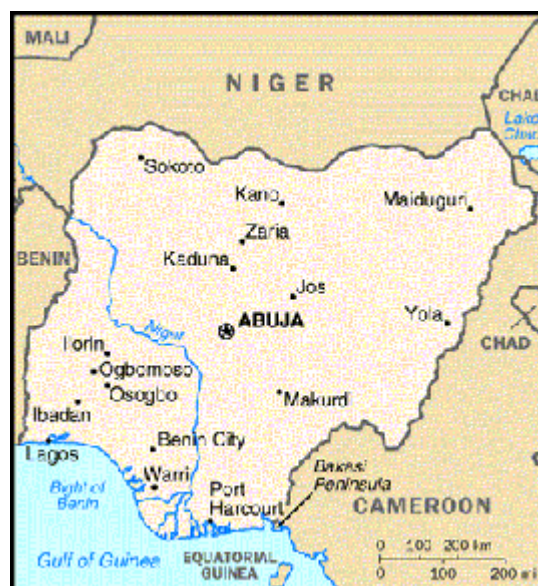
<sup>4</sup> 'Movement' refers to the International Red Cross and Red Crescent Movement

## Nigeria

### National Context

Nigeria's population of 125 million is the largest in Africa. Despite substantial oil revenues, decades of military rule have left the country with a poor infrastructure and a fragile economy. Seventy percent of Nigerians live on less than one U.S. Dollar per day. Politically inspired communal violence has also plagued several states in Nigeria since the country returned to democratic rule in 1999.

Nigerian President Obasanjo is now in his second term; his administration faces a daunting task of further development and reconstruction. Among the challenges confronting it are: communal conflicts, unrest in the oil-rich southern states, seasonal floods and an increasing HIV/AIDS prevalence which rose from 1.8% in 1990 to 5.8% in 2001.



The UNDP Human Development Index rates Nigeria near the bottom of the world's statistical tables. Its adult literacy rate of 65.4%, unemployment rate of 28%, and population growth index of 2.9% implies that many Nigerians have limited access to competent health services, potable water, health education and schooling.

### Red Cross and Red Crescent Priorities

#### Movement Context:

#### The Federation

The Federation established a sub-regional office in Lagos in July 2002. The Lagos sub-regional office works alongside the Nigerian Red Cross Society, providing specialist help in health, organizational development, financial/administrative planning and monitoring. The Lagos sub-regional office also arranges training for national society staff, gives expert advice on programmes, supports emergency action and helps to ensure effective management. Furthermore, it plays a coordination and partnership role between the national society and its supporters.

The Lagos sub-regional office is staffed by a head of office, a health delegate, an organizational development (OD) delegate and a finance development delegate. The sub-region supports the national societies of Benin, Ghana, Togo and Nigeria. The OD delegate has helped the national society work towards completion of its CAS<sup>5</sup>. Proximity of the Federation Lagos sub-regional office enhanced co-operation. Partner national societies like the Swedish Red Cross, support community-based health programme (CBHP), disaster management and organizational development. The British, Finnish and Norwegian Red Cross Societies assist disaster preparedness/management programming and organizational development. Assistance for major relief programmes is received from DFID and USAID<sup>6</sup>. The global company Nestlé assists the HIV/AIDS programme, while corporate and international organizations contribute to the Nigerian Red Cross especially in crisis. The German government donation of tents to the national society provided supplementary accommodation for Liberians in the Oru refugee camp.

<sup>5</sup> CAS – Cooperation Agreement Strategy

<sup>6</sup> DFID – Department for International Development (U.K. Government);  
USAID – U.S. Agency for International Development.

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### **ICRC**

The ICRC in Nigeria collaborates with the national society in promoting knowledge and understanding of International Humanitarian Law among the general populace. It assists the national society in developing its tracing strategy and information/dissemination capacity through an extension of its communications network. It supports the response to conflicts and runs an Alternative to Violence campaign in 12 State Branches. The national society's national prison sanitation programme is also ICRC sponsored.

### **Bilateral Partner National Societies**

The British Red Cross/Nigerian Red Cross bilateral agreement (May 2002 - December 2006) covers HIV/AIDS, emergency preparedness and response, CBHP, first aid, and youth programmes. Beyond these, the national society is also an implementing partner of UNHCR in the care and maintenance of refugees in Nigeria. The national society works with the Nigerian Ministries of Health, Education, Women Affairs and Youth Development, UNICEF, WHO, UNAIDS, UNFPA, USAID, DFID and Nestlé, thus maintaining a good network with leading International and Local NGOs. These contacts are very beneficial to the Federation.

### **National Society Strategy/Programme Priorities:**

The **Nigerian Red Cross Society** plays a vital role as an auxiliary to government services and a prime humanitarian player. It has a strong national representation through its headquarters in Lagos and 37 branch offices. Its staff and volunteers are invariably first at the scene of an accident or disaster and their work has a public acclaim.

The national society dealt with several emergencies in 2003. These ranged from communal violence in Kaduna and Warri towns, house collapse in Lagos, flooding in 13 States to a cholera outbreak in Zamfara State. These actions were in addition to impressive health programmes (HIV/AIDS, national vaccination, Mothers Clubs) and disaster preparedness.

The Nigerian Red Cross' mission is to improve the situation of the vulnerable through the four core programmes of Strategy 2010. Its main challenges include fund raising and resource development for self-sustenance. It has a high visibility through the media and its presence at emergencies.

The national society aims to enhance its financial base through development of funding initiatives by its branches as well as promotion of corporate membership, commercial first aid and property development. The Federal and State Governments are also targets in the revenue drive. The national society actively maintains a high profile throughout Nigeria.

The Nigerian Red Cross employs the Federation evaluation and learning system to measure the progress of its programme and service delivery. In March/April 2003, it undertook a self-assessment and awaits a feedback from the Federation Secretariat in Geneva. It plans to draft its CAS by the end of 2003 to establish stronger partnership support. A draft MOU has been prepared between Nigerian Red Cross, ICRC-Nigeria and the Federation Lagos sub-regional office to coordinate activities. The national society will strengthen the volunteer base at branch and divisional level by greater integration with programme implementation. The health and OD departments jointly do programme monitoring and field assessments to enhance the zonal and branch programme implementation capacity. Similarly, the OD department carries out on-the-job training for branch secretaries in 24 branches.

The national society also aims at improving communications and mobility through re-equipping its branches with computers and access to Internet services. The national society plans to relocate its headquarters to the Federal Capital of Abuja; this is expected to attract further government support. The first phase will start in early 2004.

Management at the national society headquarters has also been restructured with two Assistant Secretary Generals (Programmes and Finance/Administration). Similarly, Health and Disaster Management departments have been strengthened with new staff. Sustainability of critical programmes such as HIV/AIDS at the headquarters level can be achieved through improved management, motivation of key staff and delegation of duties to zonal offices. This approach will provide senior programme officers more time to focus on strategic planning and staff administration. The national society, the Lagos sub-regional

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office and ICRC jointly plan to train National Emergency Response Teams of the Nigerian Red Cross at a divisional (community) level. Accordingly, 720 volunteers (emergency team members) will be trained in 2004. The goal is to have 2,160 trained volunteers in the next three years. The training will be continuous as some volunteers move to maintain high level of emergency preparedness. The Federation Regional Disaster Management delegate, based in Dakar, provided technical assistance to elaborate the training plan.

## Strengthening the National Society

### Health and Care

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#### Background and achievements/lessons to date

The Nigerian Red Cross framework for health strategies is drawn from the national society Strategic Plan (2003-2005), the Federation Strategy 2010 and the Ouagadougou Declaration (September 2000). The national society Health Programme is also consistent with the Government National Health Plan (1996-2010) and with ARCHI<sup>7</sup> 2010. Focus will be on both new and existing projects, which will be geared toward developing the organization of a growing network of support for the most vulnerable people. The Nigerian Red Cross Health Programme comprises two main areas:

- Community Based Health Programme (CBHP): Basic Health Care, Social mobilization for Immunization promotion and malaria prevention, First Aid and psychological support, Water and Sanitation and Emergency Health Care (epidemic response).
- HIV/AIDS Project: Youth Peer Education, Home-Based Care, Counseling and Anti-Stigma Campaign.

Under the CBHP, over 230 Mothers Clubs were established in 24 Branches. So far, Branch Coordinators of 24 Mothers Clubs, 72 Facilitators and 230 Leaders have been trained and are participating in mobilization programmes for immunization, promotion of breast-feeding, first aid, environmental sanitation, and health education. An estimated 5.8 million people would have benefited from the activities of these clubs by the end of 2003.

Red Cross School Units have been established and strengthened in 300 schools. Already 12 School Unit Branch Coordinators and 30 Leaders have been trained in First Aid, Road Safety and school health interventions. About 90,000 pupils and students are benefiting from these activities. Similarly, 30 trained Health Action Teams in six Branches are already providing First Aid at social events and emergencies. The national society's Polio Eradication Initiative mobilized over 25 million under-fives for polio immunization in 2001-2002.

The HIV/AIDS Project has reached 65% of the 37 Branches. By the end of 2003, 24 Branch Coordinators had received training in Peer Education, Home-Based Care and Counseling. As a result, 72 trainers, 2,640 Peer Educators, 720 Home-Based Care Facilitators and 72 Counselors were trained and equipped. Before long, the number of beneficiaries reached over 500,000 Peer Educators and 70,000 PLWHA<sup>8</sup>, while 6,000 youths were counseled. About 6 million people were reached on anti-stigma campaign nationwide. In collaboration with the Nigerian Postal Services, the national society launched an HIV/AIDS commemorative postage stamp on 2003 World Red Cross Day.

The Health Department of the national society has 10 senior management staff, comprising the HIV/AIDS coordinator, Senior Health Officer, Health Officer, and Health Programme Assistant. Six Zonal Health Officers are on the ground providing close technical support to the Branches.

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<sup>7</sup> ARCHI – African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. (refer to <http://www.ifrc.org/WHAT/health/archi/>)

<sup>8</sup> PLWHA – Persons living with HIV/AIDS

**Health Strategy by the end of 2005**

- Training in standard First Aid in line with ARCHI 2010 for all Health project activity Coordinators/Facilitators at Branch and Divisional.
- Mother's Clubs nationwide will carry out activities in Health Education, Community- Based First Aid and poverty alleviation based on needs assessment surveys. All 37 Branches will each have a minimum of 10 Mothers Clubs. Campaigns against female circumcision will be designed and implemented in six Branches in 2004.
- Training of Health Action Teams will be held in 18 Branches and there will be an average of 25 School Units in each Branch.
- Polio immunization activities will be scaled down in 2004 following confirmation of successful campaigns.
- Measles immunization activities will be developed consolidating the gains and experiences in Polio.
- Promotion of Routine Immunization and Malaria prevention and control activities will commence in six Branches and will be implemented yearly.
- The HIV/AIDS Project will reach all the 37 Branches, a total of 111 Local Government Areas (LGA) will be benefiting from this project. Baseline surveys will be conducted for use in ensuring the most effective response and monitoring the effects of the programme.

Following consolidation of the qualitative aspects of the programme, another 111 LGAs will be supported in this project by 2007. Collaboration with NGOs and CBOs<sup>9</sup> with particular emphasis on people living with HIV/AIDS will be strengthened. Full time Branch HIV/AIDS Coordinators will be appointed by 2005 in 12 Branches. Similarly, 12 Coordinators will be appointed in subsequent years until 2007.

The national society will solicit the support of the Federation and its partners to implement the above plans within the next two years. The Federation Health Delegate will work with the national society to develop the health and care programme with external support as required. Programme monitoring supervision, implementation, accountability and reporting are challenges of the national society that are being addressed. It hopes to achieve this through an integrated approach of programmes with organizational development. Since 2002, this approach, which involves field visits and on-the-job training, has been fruitful. The HQ will improve zonal Health Officers and Branch relationship through regular technical support and supervision. As need arises, the branches will be provided with transportation and logistical support. Community participation using the ARCHI concept will be assured for the sustainability of the programme. Technical support from Federation technical delegates through the Lagos sub-regional office is required for the initial period to train the national society's staff and enhance monitoring, reporting and accounting of the programmes.

The Nigerian Red Cross is a member of the Interagency Coordination Committee on Immunizations, and Epidemic Preparedness and Response. It is also a member of the National Action Committee on AIDS. It has established a National Task Force Committee on its Health Programme; comprising representatives of the Ministries of Health, Women Affairs and Education, UNICEF, WHO, DFID, USAID, and the representatives of national society's governance and Health management the Nigerian Red Cross National Health Advisor as chair person.

The Federation will maintain its advisory role to the Nigerian Red Cross on its status as auxiliary to Government and its relationship to relevant Ministries. It will continue to develop and sustain collaboration and networking with stakeholders and link the Nigerian Red Cross health and care officers with current practices and policies in the Federation and health generally. Also, it will assist in designing tools and techniques for health monitoring, including the collection of baseline information and staff development.

**Goal: The morbidity and mortality rate among the vulnerable people in Nigeria is reduced.**

**Objective: The capacity of the Nigerian Red Cross is enhanced in delivering efficient services in improving the Health of the vulnerable by the end of 2007.**

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<sup>9</sup> CBO – Community-based organizations.

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### **Expected programme result(s); and related projects for this objective :**

1. The Nigerian Red Cross gains increased visibility, recognition and relevance to more people in the social context.
  - All active volunteers are trained in First Aid
  - All the Branches have been equipped with First aid training materials
  - All the Branches adopt First Aid quality assurance system and reliable records
2. All the Branches have established and benefited from community health activities undertaken by the Mothers' Clubs.
  - Over 500 Mothers' Club Coordinators, Facilitators and Leaders have been trained in community-based first aid (CBFA) and standard First Aid.
  - 20,000 families benefit from Insecticide Treated Nets and are using them as advised.
  - Awareness and sensitization campaign on malaria and female genital mutilation has been carried out in 12 Branches.
  - Poverty alleviation projects have been undertaken by Mothers' Clubs.
3. Community-Based Health activities have been implemented by Red Cross School Units and Road Safety Clubs, and Health Action Teams.
  - 1,500 Red Cross School Units and Road Safety Clubs have been established and functioning.
  - 150 Health Action Teams are established and equipped in 24 Branches.
  - Twelve Branches increased in coverage of routine immunization with particular emphasis on Measles.
4. The Nigerian Red Cross capacity to effectively deliver assistance to vulnerable PLWHA or persons affected by HIV/AIDS and to reduce the spread of HIV/AIDS among the general population is increased.
  - Over 4,000 trained Peer Educators have reached about 4 million youths on Peer Education.
  - Adequate and relevant HIV/AIDS IEC materials, Home Based Care and Counsellors Kits have been produced, distributed and maintained by all the 37 Branches.
  - Over 1,000 trained Home Based Care facilitators were trained, equipped and provided support to 100,000 PLWHA and their families.
  - Campaigns and activities to reduce stigma have reached more than 36 million people

*[<Click here to access the Logical Framework Planning Matrix document for Health and Care>](#)*

## **Disaster Management**

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### **Background and Achievements/Lessons to date**

Disaster Management is a core programme of the national society's Strategic Plan, based on the Federation Strategy 2010 to improve the Disaster Preparedness and Response Capacity of national societies. There is a continuing high risk of ethnic, religious and communal conflicts among the more than 250 ethnic groups in Nigeria. Social unrest especially among unemployed youths in the Niger Delta continues to disrupt the operations of oil companies. The Nigerian Red Cross must be prepared to provide emergency assistance.

Socio-economic indicators highlight the emerging complex emergencies and Nigeria's increasing vulnerability. The evolution in technology, demographic patterns and climatic changes trigger new vulnerabilities and increase existing ones. The analysis of recorded disaster intervention indicates that conflict made up to 60% while flood, explosions (bomb/kerosene/pipeline) and collapsed buildings shared the remaining 40% of the recorded disasters. There are some states with long records in the bizarre annual conflicts in Nigeria: Lagos, Kaduna, Kano, Plateau, Taraba, Anambra, Abia and almost all the States in the Niger Delta region (oil-rich States).

The National Emergency Management Agency (NEMA), charged with the co-ordination of emergency preparedness and response, faces challenges in terms of resources and capacity to provide disaster management guidance. Nigerian Red Cross will continue to collaborate with NEMA to improve its

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Emergency Management coordination role. The national society will also continue to collaborate with other partners such as private sector, International NGOs, the UN organizations, and local NGOs. The national society has also been the main implementing partner of refugee camps with UNHCR since 1991.

The national society plays a significant role in disaster management in Nigeria. In the Lagos munitions depot explosion that killed over a thousand, and rendered over 12,000 homeless, the national society, supported by the Federation and partners, provided relief assistance in the form of food, shelter and first aid. The national society also assisted over 3,000 displaced families in the Tiv-Hausa ethnic conflicts in Benue, Nasarawa and Taraba States in 2002 with the support of the Federation and ICRC. The Nigerian Red Cross responded to the plight of over 30,000 displaced people after cattle rustling attacks on three local Government Areas in Adamawa and Gombe States.

Disaster Management staff at the national society headquarters and the six zones have all been trained in assessment and planning techniques (VCA<sup>10</sup>, PRA<sup>11</sup>, PLA<sup>12</sup>) with the representatives of NEMA, FMOH and the Federation Lagos sub-regional office in May 2002. The Federation in 2003 also trained seven management staffs as Regional Disaster Response Team (RDRT) members.

Zonal offices have been established in six Zones in line with the Federal Government arrangement of geopolitical Zones. With financial and technical support by the Federation, these Zonal offices have been equipped with basic furniture, computers, internet, telephone, fax machines and vehicles. Ninety Emergency and First Aid Teams have been established, trained and equipped in 24 Branches (2000–2003).

The ICRC and the Federation have assisted the national society to develop emergency preparedness and response capacity through the training of headquarters staff and six Zonal DP Officers, mobilization of resources, and playing advocacy role with government, UN agencies, sister national societies and other partners. Partnership with Government, Private Sector and Organizations such as Save the Children (UK) is yielding fruitful results.

### **The National Society Disaster Management Programme identifies four priorities for 2004-2007**

1. Setting up of a National Emergency and Zonal Response Teams in 12 programme branches, and a Federation-supported training of 720 volunteers in disaster management is planned for 2004. A total of 2,160 volunteers would have been trained from 2004-2006. The training is planned to jointly run with ICRC, which takes care of CPR<sup>13</sup> and first Aid training. Once trained, the divisional Emergency and First Aid Teams (EFATs) would be equipped with T-shirts, helmets, gloves, boots and facemasks, while it has been agreed that the ICRC will provide First Aid kits and stretchers.
2. Developing the Nigerian Red Cross preparedness planning and training of staff and volunteers in VCA techniques. This activity is to strengthen disaster management through planning of vulnerability and risk reduction using community-based disaster management (CBDM) approach. It will also enhance community collaboration and partnership with government and other organizations that support disaster management.
3. Building Effective Disaster Response Mechanism through the decentralization and strengthening of the Zonal Offices and Branches. Pre-positioning of non-food emergency stock in strategic Kano Warehouse in the north and in the South-South and provision of dressing materials in Zones and Branches is planned.
4. Harmonization and coordination of Disaster Management activities with ICRC Conflict Preparedness plans to enhance the national society's capacity to maximize the use of available

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<sup>10</sup> VCA – Vulnerability and Capacity Assessment is an International Federation risk assessment tool and process that can be used by national societies as a basis for their disaster preparedness and risk reduction planning.

<sup>11</sup> PRA – Participatory Rural Appraisal.

<sup>12</sup> PLA – Participatory Learning and Action

<sup>13</sup> CPR – Cardio-pulmonary resuscitation.

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resources in order to prepare and respond timely to emergencies, as well as strengthen the national society's relationship with Government and other actors.

The Federation will continue to advise and support the disaster management programme of the Nigerian Red Cross, linking the national society with the best practices at Regional and Geneva level, and promote exchange of information. It will add value to the Nigerian Red Cross's Disaster Management capacity.

**Goal: Vulnerable people receive sustainable, focused and responsive services.**

**Objective: The capacity of the Nigerian Red Cross to effectively reduce vulnerability to, prepare for and respond to disaster is increased.**

### **Expected Results:**

1. The vulnerability of disaster victims is reduced.
  - Community/Branch/Zonal /National Contingency Plans developed
  - Non-food stock serving 4000 vulnerable families in emergency and dressing materials are pre-stocked and maintained in Kano strategic warehouse in the north and zonal offices.
  - Sixty Emergency and First Aid Teams constituting 720 trained volunteers are trained, equipped and functional in 2004.
2. The efficiency and effectiveness of Nigerian Red Cross emergency response is increased.
  - Trained competent and dedicated staff and volunteers in Disaster Management
  - National society Integrated Disaster Preparedness and Response manual is in place
  - The national society attended and organized meetings and workshops with Governments and other partners.
  - The national society attends and participates in Regional and International Disaster Management meetings, and workshops.
3. The capacity of the vulnerable is strengthened
  - Communities with developed CBDM plans
  - Available adopted local IEC materials at community level
  - Local authorities supporting CBDM plan/Contingency plans
  - Quarterly reports of EFATs community works

*[<Click here to access the Logical Framework Planning Matrix document for Disaster Management>](#)*

## **Humanitarian Values**

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### **Background and Progress to date:**

Over the last five years, Nigeria has been witnessing many ethnic, communal, religious and other conflicts with little respect for humanitarian values. The Nigerian Red Cross therefore, aims to support the work of the Red Cross Movement by contributing to the emergence of a more equitable society.

This program is firmly rooted in the information strategy of the international Red Cross and Red Crescent Movement. It aims to strengthen the national society's ability to communicate a clear and consistent message to the public. The Red Cross has good relationship with the local press and consistently publicizes its action through the electronic and print media. The national society works with the ICRC to develop information and dissemination programmes covering international humanitarian law, tracing, dissemination of Red Cross principles and humanitarian messages.

The core finance for the national society's dissemination programmes is secured within the existing dissemination budgets of the ICRC, with support and assistance coming from the National Headquarters.

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Financial Support will be shared between the ICRC, the Federation and the national society. There will be monthly and quarterly reports from national headquarters and branches on information/dissemination activities.

**Goal: The humanitarian values embedded in the Red Cross Movement are widely shared, understood and increase tolerance, mutual understanding and respect of human being in Nigeria.**

**Objective: The Nigerian Red Cross capacity to promote the Red Cross Fundamental Principles and humanitarian value is increased.**

### **Expected Result(s):**

1. There is greater understanding of humanitarian values and of the Movement's Fundamental Principles within the national society.
2. The profile and image of the national society as a national humanitarian organization are further increased.
3. Commitment of Branches to tracing activities is increased.

*[<Click here to access the Logical Framework Planning Matrix document for Humanitarian Values>](#)*

## **Organizational Development**

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### **Background and Achievements/Lessons to date**

The main focus is to develop and strengthen the capacity of the national society to manage and deliver programmes and services, which are focused and responsive to the needs of vulnerable people. In the last two years, the Nigerian Red Cross made major organizational and management changes in its governance and management staff at the HQs and in the Branches. Competent and resourceful Branch Secretaries were employed by the national society to improve programme management and branch administration. The Organizational Development strategy is linked to the Nigerian Red Cross programmes to strengthen Branch capacity. A Branch Manual that provides minimum standards were also revised produced and distributed to all Branches. Training on the use of the manual to branch governance and management has been carried out.

Volunteering and membership policy was formulated and approved by the Central Council. The National Headquarters' management was restructured with two Assistant Secretary Generals; one for Programmes and one for Finance/Administration. To bridge the gap between the HQs and Branches, six Zonal Offices were created within the management structure of the national society. The Zonal Officers are to monitor and advise the Branches on programme implementation and other Branch development related issues.

In addition to field assessment missions, the national society headquarters conducted on-the-job training and coaching for Branch Secretaries who were made to assess and enhance the capacity of Branches and their Divisional structures. Results showed improvement in their planning and management, accounting, volunteer management and reporting. National society headquarters managers provided training to coordinators and team leaders of various programmes. The objective was to strengthen and sustain the Branch human resource capacity for better management and performance.

Various problems were however identified in the branches such as lack of experience in new Branch Secretaries, inadequate government financial support, lack of provision of basic office equipment and insufficient fund-raising activities by the branches to cover core costs.

Financial management and reporting are one of the main challenges of the Nigerian Red Cross. In August 2003, the Federation Financial Development Delegate arrived in the country to facilitate development of the Nigerian Red Cross capacity in the areas of finance/administration, procedures and systems. The national society will also get support in computerizing its accounting systems and financial analysis. Joint planning, field visits and monitoring of programmes will be carried out to provide effective capacity and OD support to the programmes of the Nigerian Red Cross.

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The OD delegate will continue to assist the national society in programme management, staff development and training. It will also be supported in other areas such as planning, budgeting/reporting, drafting of CAS, and self-assessment. The delegate will also help to recruit and coach national development officers to take over regional development responsibilities. Insufficient funding has delayed implementation of the OD Plan of Action for 2003.

**Goal: Vulnerability of people has reduced due to an increased programme and services delivery capacity of the Nigerian Red Cross.**

**Objective: The Nigerian Red Cross capacity to provide sustainable, focused and responsive services to the vulnerable is improved.**

### **Expected Result(s)**

1. The managerial, technical and strategic planning skill of HQs staff and branches is enhanced.
  - Improved management and delivery of the Nigerian Red Cross programmes and reporting to donors have been achieved and the capacity of HQs to provide technical and supervisory function to zonal offices and branches is improved.
  - The national society's branch structure and its management are developed. Branches are assisted to improve their service delivery to local communities and programme implementation and reporting. One branch from each of the six zones will be computerized on a pilot basis in 2004 to improve information /reporting system between HQs and branches.
  - The Nigerian Red Cross Financial Management and reporting is improved. HQ staff is trained and finance system is computerized improving timely and quality reporting.
  - The Nigerian Red Cross skills in communication and advocacy skills are improved.
2. The efficiency and integrity of national society leadership/governance at all levels in the National Society has increased.
  - Members of the governance have been trained about their roles and responsibilities.
  - Roles and responsibilities of governance have improved.
  - There has been improved understanding of the Red Cross Emblem in Northern States.
  - Branch election guidelines have been understood and implemented.
  - The separation of roles between governance and management has been enhanced.
3. The ability of the national society to develop, manage and retain volunteers (including youth) has improved.
  - The ability of the national society to develop, manage and retain volunteers is improved.
  - The national society's youth structure is developed.
  - Youth self supporting projects are encouraged at branch level.
4. The national society's financial and resource development is broaden and improved.
  - Availability of a viable development plan for the national society property.
  - An increase in the financial base of Nigerian Red Cross through Commercial First Aid activities and other income generating activities.
  - An increased financial support from Federal, State and Local Governments.
  - The Nigerian Red Cross branches improve local resource mobilization to cover core costs.

*[<Click here to access the Logical Framework Planning Matrix document for Organizational Development>](#)*

## **Coordination, Cooperation, and Strategic Partnerships**

### **Background and achievements/lessons to date**

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The Lagos sub-regional office, established in July 2002, has continued to support the development of the Red Cross Societies of Nigeria, Ghana, Togo and Benin. In March 2003, The Nigerian Red Cross completed a self-assessment of its structure and operational capacity and submitted its report to Geneva

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for review by the Federation. Similarly, the Togolese and Benin Red Cross Societies completed their own self-assessments.

A Memorandum of Understanding (MOU) has been discussed and drafted between the Nigerian Red Cross, the ICRC office in Lagos and the Lagos sub-regional office. The draft agreement includes cooperation modalities among the three components of the Movement involved in the development of the national society.

In February 2003, the Lagos sub-regional office facilitated a partnership meeting in Lagos in support of the on going and planned programmes of the national society. The office also assisted in arranging field visits, meetings, logistical and administrative services to the partner national societies. During the current year, several British Red Cross missions visited the Nigerian Red Cross and a five-year partnership agreement was signed.

The Federation provided technical and financial assistance for the regional meetings for the four national societies in the region, held in Lagos and Benin. The Lagos sub-regional office also facilitated an orientation visit of the newly-elected president of the Togolese Red Cross to the Federation and ICRC Secretariats Geneva.

The Lagos sub-regional office also helped the Nigerian Red Cross in discussing programme support and agreements with UNHCR and SCF (UK). It helped the Nigerian Red Cross secure DREF<sup>14</sup> funding to provide assistance to Liberian refugees in the Oru Camp, Ogun State. The Lagos sub-regional office assisted the national society to finalize a Cooperation Agreement Strategy (CAS) to harmonize and maximize resources of partners for the development of the Nigerian Red Cross. The sub-regional office helped to profile the Nigerian Red Cross during several events, including Red Cross Day (8 May 2003), the launch of the World Disaster Report for 2003, and HIV/AIDS campaign rallies.

**Goal: Focused development and management of agreements, MOU, CAS and other coordination mechanisms are achieved.**

**Objective: The Federation Lagos sub-regional office works with the national society, the ICRC and other partners to develop regional meetings.**

### **Expected Results**

1. The capacity of the Nigerian Red Cross to work with its partners is increased.
  - Sub-regional group meetings have been held twice a year.
  - Regular liaison meetings have been held with the ICRC.
  - The Nigerian Red Cross and GRCS have completed and submitted their Cooperation Agreement Strategy (CAS).

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<sup>14</sup> DREF – Disaster Response Emergency Fund is a non-earmarked credit facility used to kick start activities for disaster response and preparedness; it is the Federation’s main mechanism for accessing immediate emergency funding.

# BUDGET 2004

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.31/2004

Name: Nigeria Sub-Regional Programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	125,000	25,875	0	0	0	0	150,875
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	824,594	3,000	0	0	0	0	827,593
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	27,375	0	0	0	0	27,375
Other relief supplies	0	28,425	0	0	0	0	28,425
<b>SUPPLIES</b>	<b>949,594</b>	<b>84,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,034,268</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	51,875	0	0	0	0	0	51,875
Computers & telecom	0	3,125	0	117,400	0	0	120,525
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>51,875</b>	<b>3,125</b>	<b>0</b>	<b>117,400</b>	<b>0</b>	<b>0</b>	<b>172,400</b>
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	50,360	31,180	0	25,180	0	0	106,720
<b>TRANSPORT &amp; STORAGE</b>	<b>50,360</b>	<b>31,180</b>	<b>0</b>	<b>25,180</b>	<b>0</b>	<b>0</b>	<b>106,720</b>
Programme Support	202,847	36,576	0	41,061	0	0	280,484
<b>PROGRAMME SUPPORT</b>	<b>202,847</b>	<b>36,576</b>	<b>0</b>	<b>41,061</b>	<b>0</b>	<b>0</b>	<b>280,484</b>
Personnel-delegates	405,775	93,752	0	35,880	0	0	535,407
Personnel-national staff	151,340	70,350	0	158,598	0	0	380,288
Consultants	46,958	0	0	2,500	0	0	49,457
<b>PERSONNEL</b>	<b>604,073</b>	<b>164,102</b>	<b>0</b>	<b>196,978</b>	<b>0</b>	<b>0</b>	<b>965,152</b>
W/shops & Training	1,035,423	110,730	0	137,695	0	0	1,283,848
<b>WORKSHOPS &amp; TRAINING</b>	<b>1,035,423</b>	<b>110,730</b>	<b>0</b>	<b>137,695</b>	<b>0</b>	<b>0</b>	<b>1,283,848</b>
Travel & related expenses	57,723	72,400	0	40,975	0	0	171,098
Information	93,100	29,975	0	14,893	0	0	137,968
Other General costs	75,730	29,945	0	57,525	0	0	163,199
<b>GENERAL EXPENSES</b>	<b>226,553</b>	<b>132,320</b>	<b>0</b>	<b>113,393</b>	<b>0</b>	<b>0</b>	<b>472,266</b>
<b>TOTAL BUDGET:</b>	<b>3,120,725</b>	<b>562,708</b>	<b>0</b>	<b>631,707</b>	<b>0</b>	<b>0</b>	<b>4,315,140</b>