

# Plan 2009-2010



## Central Africa Regional Representation

### Executive summary

Based in Yaoundé, Cameroon, the Federation's Central Africa Regional Representation (CARREP) covers the following eight countries: Cameroon, Central African Republic (CAR), Chad, Democratic Republic of the Congo (DRC), the Republic of Congo (RoC), Equatorial Guinea, Gabon and Sao Tome and Principe. However, the DRC and Chad have country representations and thus separate plans.

A joint plan has been prepared for Cameroon, CAR, RoC, Equatorial Guinea, Gabon and Sao Tome and Principe because:

- their priorities, objectives and needs are similar
- advantages linked to coordination facilities
- technical support can be provided by the Regional Representation in Yaoundé

The Central African region has been afflicted for many years by epidemics, endemic diseases, natural and man-made disasters, and conflicts that often led to significant population displacements or created situations of vulnerability which affected underprivileged communities incapable of self-sustenance (women, children, old persons and rural communities in general). Recently, the increasingly high cost of living has added a further burden to Central African populations. Since it is the mandate of the Red Cross to alleviate the suffering of vulnerable people, the Central Africa National Societies have decided to respond to these situations as their priority for the next two years (2009-2010). However, the National Societies lack sufficient capacity to assist all vulnerable people. They are planning to carry out activities in the areas of disaster management, health and care, organisational development and promotion of humanitarian values, which are all in line with the Federation's Global Agenda and aim to improve the living conditions of vulnerable population in Central Africa.

The target beneficiaries of this plan will include the six National Societies listed above, their volunteers and workers, and the communities of people made vulnerable by various diseases, disasters and other threats in all identified risk zones. The activities will be carried out both in rural and urban areas, and there will be no discrimination as far as age, gender and other personal considerations are concerned. Special attention will be focused on the most vulnerable people, including women, children and other people affected by all sorts of discrimination. Red Cross volunteers and workers will receive focused trainings which will contribute to improve their operational capacities. Through the smooth implementation of this plan, the Cameroon, Equatorial Guinea, Gabon, Central African Republic, Republic of the Congo and Sao Tome and Principe National Societies will become well-prepared National Societies. In order to achieve a better impact of Red Cross intervention, target beneficiaries will always participate in the design, implementation and monitoring of programmes.

**The total 2009-2010 budget is CHF 9,037,139 (USD 8,260,639 or EUR 5,756,139) ([Click here to go directly to the attached summary budget of the plan](#))**

## Regional context

The Central African region has been characterized in the past seven decades by a continuous search for establishing a real political stability which will offer room for peaceful nation-building and autonomous development of its country states. It is a search that has not at all been easy on account of the complex competition on domestic and external interests for the control of a zone which is generally considered to be very strategic in the heart of Africa.

Geo-strategic advantages enjoyed by the sub-region, coupled with the immense mineral wealth which it harbours, as well as its huge hydro-power and agricultural potential have made it important in the reflections and calculations of the pan-African movement as an indispensable factor in the achievement of continental unity and development. For these very same reasons, the sub-region has been high on the agenda of political and military interests' intent on gaining access to and control of its vast wealth.

Sufficient evidence of a historical and contemporary nature exists to indicate a clear correlation between the persistent political instability in the area and the unceasing colonial, neo-colonial, socio-political and military machinations for the control of its resources. In evidence of this chronic instability and the huge toll which it has exacted, one only needs to recall the number of military coups, successful and unsuccessful, which the sub-region has known; the civil wars that have been fought in the area and which are still going on; the number of United Nations peace-keeping and other diplomatic missions that have been constituted; the widespread availability of light weapons for the prosecution of conflicts; the repeated cases of massacres and genocide inflicted on civilians; the massive refugee problems arising from the conflicts in the sub-region; the issue of children enrolled into armed groups and gender-based violence; the humanitarian emergencies that have been thrown up; and repeated experiences of invasions by mercenaries and foreign armies, among others.

Looking back into history, it is certainly relevant to recall that Central Africa witnessed some of the most brutal and oppressive forms of colonial exploitation played out in Africa. In consequence, Central Africa has not only known some of the worst and most prolonged forms of political instability in Africa's post-independence history, but the region has also experienced a series of genocides, of which the events of 1994 in Rwanda were simply the most spectacular and tragic. More recent tragedies in the region are the war ravaging the DRC, and the internal violence in Chad, partly resulting from the crisis in Sudan's Darfur region.

Although France, Belgium and Spanish will remain the Central African countries preferred partners in most matters, owing to those countries' shared colonial history and the strong interests that French, Belgium and Spanish businesses have in the region, Cameroon, Congo, DRC, EG, Sao Tome, CAR, and Gabon will continue to seek closer ties with Asian dragon countries like China and Japan, which are becoming increasingly interested in the Central African natural resources. China and US companies have already signed several agreements for large mining projects in the region, and China will increase its efforts to secure economic interests in the oil, mining and forestry sectors, enhancing its presence and influencing in this part of Africa. At continental level, south-south relations with the Arab-Maghreb countries, Nigeria and South Africa have consistently improved in recent years. Despite the periodic tensions resulting from the large number of illegal immigrants, the countries' relations within the regional integration mechanism such as the African Union (AU) the Central African Economic and Monetary Community (CEMAC) and the Southern African Development Community (SADEC) are expected to continue improving in the future. The growing number of refugees from Sudan, Chad and the Central African Republic seeking protection in other countries (mainly Cameroon) will continue to generate insecurity and banditry in some areas of the region.

Climate change is one of the potentially catastrophic global causes of vulnerabilities in the Central African countries. It poses particularly serious macroeconomic, fiscal, and financial challenges in the region. Although most of the countries are generating important incomes from their annual oil production activities, they are still extremely vulnerable because most of them are located in already hot tropical regions and are more heavily reliant on climate-sensitive sectors, such as agriculture, forestry, and tourism. They also have a more limited capacity to adapt to climate change, given their lower income levels and weaker institutional frameworks.

In the coming years, many Central African countries are likely to experience more severe droughts and declines in water supply, which would further aggravate food shortages on the continent, where 95 percent of the population are dependent on agriculture for their livelihood. Health and water systems of African countries may also come under increased stress in the coming decades from more intense and possibly more frequent natural disasters. Coasts may be flooded, and population may seek to migrate, raising the risk of social conflicts. According to some estimates, almost one billion people in Africa and Asia could experience shortages of water by 2080, more than nine million could fall victim to coastal floods, and many could face increased hunger.

The Human Development Indexes (HDI) for the six countries covered by this plan are as follows (Table 1):

- Central African Republic is 0.384, which gives the country a rank of 171<sup>st</sup> out of 177 countries with data.
- Gabon is 0.677, which gives the country a rank of 119<sup>th</sup> out of 177 countries with data
- Cameroon is 0.532, which gives the country a rank of 144<sup>th</sup> out of 177 countries with data
- Congo is 0.548, which gives the country a rank of 139<sup>th</sup> out of 177 countries with data.
- Equatorial Guinea is 0.642, which gives the country a rank of 127<sup>th</sup> out of 177 countries with data
- The HDI for Sao Tome and Principe is 0.654, which gives the country a rank of 123<sup>rd</sup> out of 177 countries with data

#### The Human Development Index - going beyond income

HDI value	Life expectancy at birth (years)	Adult literacy rate (% ages 15 and older)	Combined primary, secondary and tertiary gross enrolment ratio (%)	GDP per capita (PPP US\$)
139. Congo (0.548)	149. Congo (54.0)	77. Congo (84.7)	144. Congo (51.4)	153. Congo (1,262)
127. Equatorial Guinea (0.642)	159. Equatorial Guinea (50.4)	71. Equatorial Guinea (87.0)	137. Equatorial Guinea (58.1)	73. Equatorial Guinea (7,874)
144. Cameroon (0.532)	160. Cameroon (49.8)	108. Cameroon (67.9)	127. Cameroon (62.3)	130. Cameroon (2,299)
119. Gabon (0.677)	145. Gabon (56.2)	80. Gabon (84.0)	92. Gabon (72.4)	84. Gabon (6,954)
123. Sao Tome and Principe (0.654)	120. Sao Tome and Principe (64.9)	76. Sao Tome and Principe (84.9)	117. Sao Tome and Principe (65.2)	132. Sao Tome and Principe (2,178)
171. Central African Republic (0.384)	170. Central African Republic (43.7)	127. Central African Republic (48.6)	168. Central African Republic (29.8)	156. Central African Republic (1,224)

#### Human poverty focusing on the most deprived in multiple dimensions of poverty

Human Poverty Index (HPI-1) 2004	Probability of not surviving past age 40 (%) 2004	Adult illiteracy rate (%ages 15 and older) 2004	People without access to an improved water source (%)2004	Children underweight for age (% ages 0-5) 2004
11. Central African Republic (43.6)	6. Central African Republic (46.2)	13. Central African Republic (51.4)	46. Central African Republic (25)	36. Central African Republic (24)
45. Cameroon (31.8)	20. Cameroon (35.7)	32. Cameroon (32.1)	35. Cameroon (34)	52. Cameroon (18)
52. Congo (26.2)	27. Congo (30.1)	63. Congo (15.3)	23. Congo (42)	62. Congo (15)
43. Equatorial Guinea (32.4)	21. Equatorial Guinea (35.6)	69. Equatorial Guinea (13.0)	5. Equatorial Guinea (57)	51. Equatorial Guinea (19)
60. Gabon (20.4)	32. Gabon (27.1)	60. Gabon (16.0)	80. Gabon (12)	75. Gabon (12)
70. Sao Tome and Principe (15.8)	58. Sao Tome and Principe (15.1)	64. Sao Tome and Principe (15.1)	56. Sao Tome and Principe (21)	70. Sao Tome and Principe (13)

## Capacity Building for women

GDI as % of HDI	Life expectancy at birth (years) 2004 Female as % male	Adult literacy rate (% ages 15 and older) 2004 Female as % male	Combined primary, secondary and tertiary gross enrolment ratio 2004 Female as % male
135. Sao Tome and Principe (97.4%)	122. Sao Tome and Principe (105.9%)	107. Sao Tome and Principe (84.5%)	119. Sao Tome and Principe (99.1%)
104. Congo (98.6%)	157. Congo (104.7%)	99. Congo (87.3%)	155. Congo (89.1%)
116. Equatorial Guinea (98.3%)	152. Equatorial Guinea (105.0%)	103. Equatorial Guinea (86.2%)	174. Equatorial Guinea (81.7%)
114. Cameroon (98.4%)	185. Cameroon (101.6%)	119. Cameroon (77.7%)	171. Cameroon (83.0%)
87. Gabon (99.0%)	179. Gabon (102.3%)	97. Gabon (90.0%)	143. Gabon (94.0%)
148. Central African Republic (95.9%)	95. Central African Republic (106.5%)	143. Central African Republic (51.7%)	191. Central African Republic (64.6%)

Meanwhile, the major efforts made by humanitarian actors focused on events rather than on sustenance. In 2002, the Red Cross National Societies of Central Africa took bold initiatives – with the support of the Federation – to increase the scope and impact of their services to vulnerable people. Particularly, they trained a multipurpose Regional Disaster Response Team (RDRT), health personnel and food security focal persons, while strengthening two country delegations in the DRC and Chad.

At the same time, the Federation reinforced its Central Africa Regional Representation, to which the other six National Societies are attached, to assist in coordination and to provide technical support tailored to the specific needs of National Societies. This enabled the Federation to appraise the current shortcomings of the National Society capacities and to identify regional coordination capacity building needs in order to boost results.

The Central Africa region remains disaster-prone; some of the natural and man-made disasters experienced recently include landslides, floods, fire, shipwreck, plane crash, population movements and disease epidemics such as HIV, malaria, Ebola, avian influenza and Chikungunya. These are compounded by political instability due to internal conflicts, and the discrimination against vulnerable groups. Additionally, the populations in the region are among the poorest and most vulnerable in the world. This situation is further worsened by the current high cost of living, which has been hitting Central Africa countries severely. Climate change is fast becoming highly unpredictable in Central Africa and requiring extreme flexibility in mapping risk zones and planning disaster management and health objectives. Due to the above mentioned situations, the gap between National Red Cross Societies capacities and the prevailing vulnerabilities is further widening. Consequently, the National Societies will have to strengthen the capacities of their regional and local branches, as well as the communities in regions at risk. Although the National Societies have a significant number of volunteers, their capacities to provide effective interventions are limited and need to be improved in almost every domain – from disaster preparedness to response, including putting in place good management practices.

Since 2006, the strategic approach of the Federation has included improving the quality of support to National Societies, initially by strengthening regional coordination mechanisms and fine-tuning the required procedures. The overall objective of the Federation's Central Africa Regional Representation is to scale up the quality of support to enable National Societies to intensify, diversify and improve the effectiveness of their response to disasters, and their actions for the health and social well-being of vulnerable communities, so as to achieve sustainable impact.

# National Society priorities and current work with partners

## Priorities

The Central African National Societies intend to consolidate their achievements through the previous plan, and mainly in the field of Disaster Management (DM), emergency preventive and curative health services, as well as social welfare assistance to vulnerable population. It has been understood that funding constraints and qualified staff scarcity are the major challenges confronting the implementation of Red Cross programmes in Central Africa. Therefore, one of the priority areas of concentration for the next two years (2009-2010) will consist of improving the identification of communities' needs, based on vulnerability and capacity assessments, supported by the cooperation agreement strategy (CAS) process and project implementation for empowering branches to play a better role in programme planning, fundraising at local level and programme implementation. Similar attention will be given to the National Society governance, management bodies and organisational capacities in order to provide them with the required technical tools and capacities for improving leadership and transparent management of resources. By doing so, the National Societies will be able to develop a regional common vision in internal and external communication as well as a proven early warning system. This will help advocate for fundraising with the ultimate goal of improving the living conditions of vulnerable communities. Following the analysis of the current difficult socio-economic and political context prevailing in Central African countries, and owing to inadequate funding for previous appeals, the National Societies in the region have agreed together with the Federation's Regional Representation to concentrate their resources on the following areas:

### **1. Disaster planning, preparedness, response and recovery**

- Developing DM policies and comprehensive mechanisms, coupled with organisational and community disaster preparedness
- Training and deploying of NDRT, RDRT and establishing early warning systems in disaster-prone areas
- Disaster risk reduction and implementation of food security programmes as a response to climate change

### **2. Emergency preventive and curative health, community-based health care and fighting against epidemic diseases**

- Combating HIV/AIDS
- Combating health problems in the community, including refugee camps, internally displaced persons (IDP) sites and host communities by improving beneficiaries' access to quality preventive and curative services, including timely vaccination campaigns, mainly for children under five and women of child bearing age
- Involving Red Cross volunteers in awareness campaigns for improving hygienic conditions at community level

### **3. Improving National Societies' leadership and management for better performance, financial sustainability and Red Cross quality services at community levels**

- Conducting branch development activities and capacity building in the form of income-generating projects and training community members on small business initiatives and providing beneficiaries with food-for-work or micro-credits to ensure smooth transition from emergency operations to a longer-term sustainability
- Developing the headquarters, regional and local branches, mainly to strengthen the National Societies' organization and ensure appropriate training and utilization of volunteers
- Improving senior management capacity to set up and manage relevant and coherent programmes

### **4. Promotion of Movement principles, humanitarian values and anti-discrimination campaigns**

- At regional level, the experience with the fight against female genital mutilations (FGM) in Cameroon, CAR and Chad has revealed tremendous opportunities for promoting Red Cross and Red Crescent Movement principles and values through concrete situations affecting the

dignity of vulnerable groups in Central Africa. The need to strengthen a regional vision in this area for protecting women, children, ethnic minorities, and conflict-affected people against sexual and gender-based violence (SGBV), discrimination and social exclusion will be further coordinated by the Federation's Regional Representation in Yaoundé. The Federation's Representation will also play a vital role in promoting "the power of humanity" and supporting National Societies' campaigns through the celebration of important events like 8 May Day, the Women international day, the Children World Day, the Refugee International Day and so on .

- Other initiatives under this aspect will consist of further strengthening and structuring the Central African National Societies' communication and dissemination tools like newsletters, radio broadcasts, leaflets, and a better use of the Federation existing tools such as the Disaster Management Information System (DMIS) and the regional Federation's Zone magazine, as well as the regional communications network. The appropriate use of these tools in cooperation with key partners such ICRC aims at promoting vital Red Cross initiatives for protecting human dignity.

### Partnership

The Movement partners of Central Africa Red Cross National Societies include the Irish, Swedish, Spanish and French Red Cross Societies, the International Committee of the Red Cross and the International Federation. The National Societies also receive support from the International Federation Zone office in Dakar and the ICRC delegations in Central Africa.

The non-movement partners of Central Africa Red Cross National Societies include the governments of all six countries, some embassies, the United Nations agencies, the associations of "Filles Libres" or commercial sex workers, other local humanitarian associations, and the National AIDS Control Committees (NACC).

The table below outlines who the National Societies of Central Africa are currently working with to meet their current priorities:

Partner	Programme component
Irish Red Cross	Contribution to all the programmes of Central Africa National Societies through the Regional Representation of the Federation
Swedish Red Cross	Contribution to all the programmes of Central Africa National Societies through the Regional Representation
Spanish Red Cross	Capacity building of all six Red Cross National Societies on a bilateral basis. For the 2008-2009 appeal, the Spanish Red Cross chose to support some aspects, not all, of the capacity building programmes of all six National Societies.
French Red Cross	Health programmes in all six countries
ICRC	Promotion of humanitarian principles and values; disaster management planning and disaster response in conflict-affected communities
Federation	Provides technical and financial support for the implementation of all the programmes of the National Societies, and contributes to their organisational development
Governments of all six countries	Provide subsidies for the implementation of programmes and functioning of the National Societies, as well some human resources
Japanese Embassy in Cameroon	Contribution to the health programme of the National Society
Chinese Embassy in Cameroon	Contribution to all the programmes of the National Society
National AIDS Control Committees in all six countries	Contribution to the implementation of HIV/AIDS programmes in all six the National Societies

UNICEF	HIV programmes in Congo Brazzaville, Equatorial Guinea, and nutrition program support in Cameroon refugees operation
UNDP	HIV programmes in Equatorial Guinea
UNFPA (STP)	HIV programmes in Sao Tome and Principe
Serment Sacré (an association of Filles libres) Congo Brazzaville)	HIV programmes in Congo Brazzaville
Association de la solidarité internationale (Congo Brazzaville)	HIV programmes in Congo Brazzaville
Marathon (oil company) (Equatorial Guinea)	Contribution to all the programmes of the EG Red Cross society
USA Crisis Unit (Sao Tome and Principe)	Contribution to all programmes of Sao Tome and Principe Red Cross
Coca-Cola	Contribution to the water and sanitation programmes of Cameroon Red Cross Society
MTN	Road safety campaigns in Cameroon
Global Fund to fight against AIDS, Tuberculosis and Malaria	Contribution to the HIV, malaria and tuberculosis programmes of all six national societies
ALISE (Sao Tome and Principe)	Health programme of STP Red Cross
Chevron (oil company in Sao Tome and Principe)	HIV programme of STP Red Cross
Total Gabon	Negotiating an agreement for health programs
Celtel	Negotiating an agreement to support the National Societies

## Secretariat supported programmes in 2009-2010

### Disaster Management

#### **The purpose and components of the programme**

For 2009-2010, the disaster management programme of the Federation's Central Africa regional Representation will be focused on increasing the openness and exposure of the disaster management projects of our National Societies to the external world (partners and other organisations involved in disaster management). To that effect, working in coordination with other partners in the field of disaster management, we will support the National Societies (national disaster management officers and food security focal points) in developing strategic documents for their work, putting in place an operational early alert system, and developing or updating contingency plans on various emergencies (floods, population movements, etc.) with the participation of communities.

In order to achieve a more efficient response to emergency situations, the capacities of each National Society needs to be enhanced in the areas of risk prevention/reduction, and disaster preparedness. To that effect, the Federation will endeavour to restructure the National Society Disaster Management (DM) departments to ensure that each of them has a national DM Coordinator, assistants in charge of disaster preparedness, response and stock management, etc., as well as focal points at local branches levels. This will facilitate the putting in place of community-based disaster response teams (CDRT) in target or high risk areas. Those CDRT will then make up national disaster response teams (NDRT) in each National Society. The same organisation chart will be followed in the area of food security to ensure proper response.

Building the capacities of those human resources and putting first aid materials at their disposal will also enable the National Societies to easily develop community-based risk reduction, quick and efficient disaster response strategies.

During response operations, appropriate measures will be taken for the smooth rehabilitation of affected populations. The experience acquired at local and national levels by the National Society's staff will be used in bigger operations at regional level as the best NDRT members will be included in the regional disaster response team (ERDAC/RDRT).

**Programme purpose<sup>1</sup>**

Reduce the number of deaths and injuries, and the impact of disasters

The disaster management programme budget is CHF 2,443,343 (USD 2,233,404 or EUR 1,556,270).

**Programme component<sup>2</sup> 1: Disaster planning**

**Component outcome 1:** Preparedness plans, strategies, and alert systems are developed in close coordination with partners such as the African Centre for Meteorological Applications and Development (ACMAD), Comité Inter-Etats pour la lutte contre la Sécheresse au Sahel (CILSS), UN Agencies, and made available in all the Central African National Societies; and have contributed to reducing risks and better managing disasters (like floods, fire destructions, sickness epidemics) in targeted areas.

**Component outcome 2:** The Central African National Societies' disaster preparedness plans are made consistent with the Federation existing strategies; with components to improve their capacities in the field of population movement management, in proper coordination with Government institutions, UN Agencies and other humanitarian organisations.

**Component outcome 3:** Regional strategies on food insecurity are further strengthened and made consistent with the new challenges originating from climate change and high cost of living.

**Programme component 2: Organisational preparedness**

**Component outcome 1:** Central African National Societies have developed well-structured Disaster Management (DM) departments at headquarters with fully decentralized focal units at branch level (1 DM National Officer with technical assistants); all consistently with the National Society DM organization chart.

**Component outcome 2:** Each National Society in Central Africa has developed well-trained national disaster response teams (NDRT) and regional disaster response teams (RDRT) in their targeted regions; specifically in zones mostly at risk.

**Component outcome 3:** National societies' branches in targeted zones are provided with community-based first aid (CBFA) tools, and DM stocks and or emergency funds as well as appropriate communication equipment. Volunteers' networks are well-trained and better qualified to improve response to potential crises and natural disasters.

**Programme component 3: Community Preparedness and disaster risk reduction**

**Component outcome 1:** The vulnerability of communities to natural disaster risks is further reduced, and their capacities enhanced through the creation of community associations; the training and sensitization of community leaders as well as the promotion of community initiatives and programmes.

**Component outcome 2:** Communities affected by high cost of living and its subsequent crises have actively participated in sustainable food security strategies through agricultural and cattle breeding programmes and other community initiatives for developing farming, small cattle rearing, fishing, food stock building in villages; as well as techniques on carving, crafts and the conservation of seasonal agricultural products.

**Component outcome 3:** Communities in areas covered by this plan have good knowledge of disaster risks and threats in their environment; and have developed preventive actions for reducing the consequences of emergency situations in the event of natural disasters. Appropriate mapping of areas at risk, based on proven early warning systems (EWS) and strategic relocation plans are prepared and made available in all the National Society.

<sup>1</sup> In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

<sup>2</sup> Use a new table for each programme component as needed.

<b>Programme component 4: Disaster response and recovery</b>
<b>Component outcome 1:</b> Disaster situations, including floods, fire destructions, sickness epidemics, earthquakes, social crises, etc. are managed promptly by Central African National Societies through contingency planning, the deployment of disaster response teams, the adequate implementation of available DM strategies and the proper use of available DM stocks.
<b>Component outcome 2:</b> An effective response strategy to refugee movements and internal population displacements in the Central African countries is put in place and is well-coordinated through food and non-food distributions, timely access of beneficiaries to quality shelters, safe water, culturally acceptable and gender-based sanitation facilities; as well as the provision of social services such as cultural and recreational activities, small stockbreeding and other income-generating activities (IGA) in all Central African refugee host countries like Cameroon and the Central African Republic.
<b>Component outcome 3:</b> Food crises and the related consequences on vulnerable communities in Central African countries are strategically managed through the implementation of Federation's food security recommendations; mainly by supplying and distributing emergency food stocks to targeted populations in perfect alliance with all stakeholders, including interested UN agencies, Government and non governmental organisations, private institutions, rural and urban focus groups and community leaders' associations.
<b>Component outcome 4:</b> Working in close collaboration with the Federation and other partners, the Central Africa National Societies have determined the profiles of their target populations and have provided them with quality support for developing better recovery initiatives after all emergency relief operations.
<b>Component outcome 5:</b> As part of a sustainable DM system, the populations affected by natural disasters in Central Africa and host communities have joined efforts to implement sustainable community programmes (food security, micro-credit allocations, etc.).

## Health and Care

### The purpose and components of the programme

<b>Programme purpose</b>
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 2,452,717 (USD 2,241,971 or EUR 1,562,240).

<b>Programme component 1: HIV and AIDS</b>
<b>Component outcome 1:</b> 660 sex workers diagnosed with sexually transmitted infection STI, HIV and AIDS have received appropriate treatment as a result of Behavioural Change Communication (BCC) interventions carried out by Red Cross volunteers in Cameroon, Central African Republic and Republic of Congo.
<b>Component outcome 2:</b> The capacities of 6 Community-Based Organisations (CBO) of sex workers are further enhanced in the areas of leadership, associations' management, partnership development with ministries of health, Civil Society Organisation (CSO) management, and the development of Global Fund-funded health projects.
<b>Component outcome 3:</b> The quality of life of 600 People Living With HIV (PLWH) is enhanced through Home-Based Care and support for the development of Income-Generating Activities (IGA) in Gabon, Central African Republic, Sao Tome and Principe and Equatorial Guinea.
<b>Component outcome 4:</b> 300 school children have undergone HIV screening and have collected their results following the sensitisation on the need to know one's serological status within the framework of the "5 minutes Project" in Sao Tome and Principe.
<b>Component outcome 5:</b> At least 2 Club 25 for blood donation exist in the Republic of Congo, Gabon, Central African Republic and Cameroon, and serve as a shortcut to know the serological status of blood donors and encourage them to adopt a responsible behaviour.
<b>Component outcome 6:</b> Refugees and host communities within Red Cross intervention zones have adopted safer sexual behaviour through enhanced access to means of prevention, treatment and

support.
<b>Component outcome 7:</b> A 100% of people showing tuberculosis symptoms in areas covered by the Red Cross are referred to health centres for diagnosis and treatment in Cameroon, Central African Republic and Gabon.
<b>Component outcome 8:</b> Identified TB patients have received appropriate support for treatment compliance in Cameroon, Central African Republic and Gabon.

Promoting the knowledge of the serological status is a priority for the Red Cross National Societies of Central Africa. The beneficiaries of Red Cross intervention in this area will primarily include sex workers in Cameroon, Central African Republic and Congo Brazzaville, as well as school children in Sao Tome and Principe.

Most health systems in Gabon, Central African Republic and Sao Tome and Principe have been overpowered by the influx of patients. Therefore, providing home care and support to people living with HIV (PLWH) is another major area of intervention of the Red Cross in Central Africa.

Generally, experience has shown that there is always promiscuity in refugee camps. This makes it necessary to promote the access to HIV prevention and treatment in those places. Focus will be in Cameroon and Central African Republic.

Mindful of past experience, the National Societies of Cameroon, Gabon, Central African Republic, Equatorial Guinea and Sao Tome and Principe also intend to build the capacities of vulnerable people in their respective countries. These vulnerable groups will include associations of sex workers and PLWH.

Tuberculosis is a new challenge to the Red Cross in Central Africa, not only because of the co-infection relationship with HIV, but also because there is the need to diffuse the knowledge of the disease at community level and promote adherence to treatment. To that effect, the Cameroon, Central African Republic and Gabon National Societies have integrated actions against Tuberculosis in the package of services they offer to patients under antiretroviral drugs at home.

In response to a need presented by the National Tuberculosis Control Programme, Cameroon Red Cross intends to carry out pilot activities to look for lost to follow-up cases and sensitise the populations to the signs and symptoms of Tuberculosis.

<b>Programme component 2: Community-based health and first aid</b>
<b>Component outcome 1:</b> Red Cross volunteers and community voluntary workers in the Central African countries are actively engaged in sensitization campaigns based on community-based health programmes (CBHP) tools developed at individual country and Movement levels.
<b>Component outcome 2:</b> The Central African National Societies are providing safety information to communities at risk of water born diseases and other types of potential deadly diseases.
<b>Component outcome 3:</b> All disaster-prone areas covered by Central African National Societies are provided with a detailed mapping showing the types and characteristics of recurrent health problems (sickness epidemics, difficult access to health facilities, treatment opportunities and referral services).
<b>Component outcome 4:</b> 100 women practicing excision have quitted female genital mutilations (FGM) in Cameroon and Central African Republic, and the capacities of 6 Community-Based Organisations (CBO) bringing together such women have been enhanced in the areas of leadership, associations management, partnership development with ministries of health, Civil Society Organisation (CSO), and the development of Global Fund-funded health projects.
<b>Component outcome 5:</b> An increased number of children attending mass immunization campaigns against measles and polio are reached through sensitisation of targeted communities.
<b>Component outcome 6:</b> The impact of malaria is reduced through the training of 15,000 households on household management of malaria, the distribution of 30,000 long lasting insecticide treated nets (LLITN) to selected beneficiaries, and the conduct of Behavioural Change Communication (BCC) campaigns and home visits to ensure that targeted persons effectively use LLITN.
<b>Component outcome 7:</b> Access to sanitation facilities and potable water is improved through the construction of 100 latrines and 50 water points by the National Societies of Central Africa.

FGM is a typical example of sexual discrimination, and also a way of violating the human dignity of victims. The Cameroon and Central African Republic National Societies will diffuse the information relating to the bad effects of excision on women health to the entire population, and particularly to women. Associations of ex-women practicing FGM will be put in place and reinforced to enable women to know their rights and play a key role in the promotion of the rights of women as well as best practices for women. On the other hand, for national immunisation campaigns against measles and polio to be successful, governments and civil society need to join efforts. In that regard, the Cameroon, Central African Republic, Gabon, Congo Brazzaville, Equatorial Guinea and Sao Tome and Principe National Societies will continue to sensitise communities with the view to facilitate wide immunisation coverage in children under five.

Malaria is endemic in the countries of Central Africa and is the first cause of morbidity. Mindful of this, all the 6 National Societies of the region have identified the promotion of impregnated mosquito nets, vector control and sanitation as priority areas of intervention in the next two years. The actions planned are aimed at strengthening the national strategic plans to fight against malaria in the various countries.

<b>Programme component 3: Emergency health.</b>
<b>Component outcome 1:</b> The Red Cross National Societies of Central Africa are well prepared and equipped to respond to various epidemic outbreaks, including cholera in Cameroon, Equatorial Guinea, Congo Brazzaville and Sao Tome and Principe, meningitis in Cameroon and Central African Republic, Ebola in Gabon and Congo Brazzaville, and chikungunya in Gabon.
<b>Component outcome 1:</b> The members of 15,000 households in the targeted zones at risk in Cameroon, Central African Republic, Congo Brazzaville and Gabon knowing the signs and symptoms of bird flu in human beings and poultry immediately rush to the nearest health centre after the first alert and an emergency stock of bird flu drugs is constituted and prepositioned at the Federation's Regional Representation in Yaoundé for distribution when necessary.

The Central Africa National Societies will continue to support their respective governments in the event of epidemics through sensitisation and community mobilisation. In order to do this efficiently, they will train their volunteers in water and sanitation, as well as epidemic response, so as to make them become RDRT members. They will also set up early alert systems in their respective countries.

The Central Africa National Societies intend to conduct sensitisation actions during the next two years in order to draw the attention of population in their respective countries on health issues linked with hygiene, water and sanitation. In order to ensure the sustainability of the actions taken, committees composed of community members and Red Cross volunteers will be set up to manage the facilities put in place in the respective countries.

The actions taken by the Cameroon, Gabon, Central African Republic and Congo Brazzaville National Societies will be aimed at both preventing the appearance of the epidemic and preparing their respective population to respond to a potential human flu pandemic. To that effect, the National Societies will sensitise their respective populations to the signs and symptoms of the disease in human beings and poultry. They will also encourage the populations to rush to the nearest health centres after the first alert, and insist on the need to maintain clean environmental and individual hygiene in order to break the transmission chain of the epidemic. Moreover, a security stock of bird flu drugs will be constituted to be used in case the epidemic strikes.

## Organisational Development and Capacity Building

### **The purpose and components of the programme**

During the next two years (2009-2010), the main objective of the Federation's Central Africa Regional Representation will be to consolidate what has been achieved since 2007. Concretely, the Federation will coach the Central Africa National Societies and support them in order to help them reach an acceptable level of functioning (or better still to help them become well-functioning National Societies as is the wish of the Secretariat in Geneva). This will be a level whereby the leaders of the National Societies have good knowledge of the Red Cross and Red Crescent Movement and translate this into transparent management of their own and other financial and material resources. We will also support

the National Societies in their efforts to coach volunteers at grassroots level, build their loyalty and ready them for increased quality service in favour of vulnerable communities.

### **Programme purpose**

Increase local community, civil society and Red Cross and Red Crescent capacity to address the most urgent situations of vulnerability

**The organisational development and capacity building programme budget is CHF 1,678,257 (USD 1,534,055 or EUR 1,068,953).**

### **Programme component 1: Improving National Society leadership capacities to develop and implement strategies, to ensure good performance and accountability**

**Component outcome 1:** Statutes, internal regulations, administration and financial procedures are written and/or revised, adopted and implemented in all Central African National Societies.

**Component outcome 2:** National Societies' branches are restructured, created as required and made operational. Constitutional meetings are held consistently with the provisions in the National Societies Statutes.

**Component outcome 3:** Strategic plans are revised, renewed as required, adopted in constitutional gatherings and implemented to meet the organisational development priorities of each National Society.

### **Programme component 2: Ensuring a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies**

**Component outcome 1:** Each Red Cross National Society of Central Africa has an organization chart that matches the reality of their respective contexts and capacities, as well as clearly defined terms of reference for each position.

**Component outcome 2:** The Red Cross National Societies of Central Africa have personnel recruitment and development systems that are designed with the view of encouraging professionalism and competence, and ensuring the achievement of good results.

**Component outcome 3:** The Red Cross National Societies of Central Africa have systems for following up and evaluating the work of their respective governance teams at all levels.

### **Programme component 3: Increasing capacity for programme development and management and ensuring financial sustainability**

**Component outcome 1:** The main technical staffs of the Central Africa National Societies are trained on project planning, programmes follow-up, evaluation and regional common strategic partnerships are developed for each priority area of the Central African National Societies and made consistent to the mandate, interest and funding requirements of potential donors within and outside the Red Cross Movement.

**Component outcome 2:** The administration and finance personnel of the Central Africa National Societies are trained on administrative and finance procedures, on the management methods in force within the Federation and financial resource mobilization strategies are developed, tested and implemented by each National Society with the technical support of the Federation.

**Component outcome 3:** National resource mobilisation policies, based on Federation's recommendations and standards financial rules and regulations, including the CAS strategies, manuals of financial and administrative proceedings are developed and implemented at all levels in the Central African National Societies.

### **Programme component 4: Developing a nation-wide coverage of grassroots units and services**

**Component outcome 1:** Social mobilization in the Central African communities and the respect for each community member are strengthened through self-help initiatives and the implementation of priority programmes by Red Cross volunteers.

**Component outcome 2:** Red Cross volunteers are trained and organized in teams in all Central African National Societies, to improve cooperation and understanding among the youth in the communities.

**Component outcome 3:** Volunteering development policies are written and adopted in each National Society and used to strengthen National Society volunteering networks and Red Cross visibility.

## Principles and Values

### The purpose and components of the programme

For 2009-2010, this programme will be aimed at promoting humanitarian principles and values in all six National Societies, preventing and/or reducing discrimination and violence, and ensuring the operationalization of fundamental principles and values.

As far as promoting humanitarian principles and values is concerned, focus will be on the Central African Republic where human dignity has seriously been tampered with by war, poverty and diseases. Sensitisation sessions will be organised and partnerships will be established with the media for proper advertisement of humanitarian principles and Red Cross action.

In the area of preventing and/or reducing discrimination and violence, the most serious cases of discrimination and social exclusion cases will be targeted, such as the non-schooling of young girls in some parts of Cameroon, female genital mutilation in most countries of Central Africa, and the forgotten hearing and speech impaired children. The case of AIDS orphans and other vulnerable children will also be considered.

Regarding the operationalisation of fundamental principles and values, measures will be taken to get the media and other stakeholders involved in the fight against intolerance and to promote respect for diversity. Advocacy activities will also be carried out to help combat FGM, Sexual and gender-based violence (SGBV), and child trafficking, as well as to help protect Red Cross emblems. Donors' attention will also be drawn to the situation of the many forgotten vulnerable people in the region, including the CAR refugees in Eastern Cameroon, chronically sick and poor persons and old people needing assistance.

### Programme purpose

Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

**The principles and values programme budget is CHF 1,614,338 (USD 1,475,628 or EUR 1,028,240).**

### Programme component 1: Anti-discrimination and violence prevention and reduction programmes

**Component outcome 1:** Intra-community tensions, intolerance, discrimination, exclusion and violence are reduced and human dignity respected in areas covered by the Red Cross in Central Africa.

**Component outcome 2:** Young girls in areas with low level of education are identified, encouraged and enrolled in schools and vocational training centres with the support of the Red Cross, government institutions and other potential partners.

**Component outcome 3:** Female genital mutilation (FGM) in Central Africa is reduced through sensitisation and the people who practice it have adopted income-generating activities as an alternative. Emphasis will be on supporting the health team by involving the media that will serve as relay to the Red Cross.

**Component outcome 4:** The right to education of hearing and speech impaired children in Central Africa is further respected through the active involvement of the Red Cross in the implementation of social welfare strategies.

### Programme component 2: Operationalization of fundamental principles and humanitarian values

**Component outcome 1:** Media officials and volunteers of committees in conflict areas are better trained to facilitate the fight against intolerance and to promote respect for diversity and the principles

and values of the Movement, as well as the activities of the Red Cross are disseminated widely in Central Africa.

**Component outcome 2:** People from Central African localities that have experienced conflicts are sensitized on the importance of peace building and mutual understanding. In addition, mothers and Red Cross youths clubs are strengthened and created where necessary, and properly managed according to the Federation existing guidelines.

**Component outcome 3:** Government authorities in Central Africa are sensitized and encouraged on the need to put in place policies on the protection of Red Cross emblems, the protection of vulnerable women and children against FGM, SGBV and child trafficking.

**Component outcome 4:** Central Africa National Societies have assisted extremely vulnerable and chronically sick persons in the areas covered by the Red Cross in their respective countries.

## b) Profile of target beneficiaries

The target beneficiaries of this plan will include the Red Cross National Societies of Cameroon, Congo Brazzaville, Gabon, Equatorial Guinea, Central African Republic and Sao Tome and Principe, their respective volunteers and workers, and the communities of people made vulnerable by various diseases, disasters and other threats in the region. The direct beneficiaries of the plan will include disaster-affected people and other vulnerable groups, mostly children under five, pregnant and breastfeeding women, people living with HIV (PLWH), deaf-dumb children, victims of conflicts, internal violence and natural disasters, sexual and gender-based violence (SGBV), old people and AIDS orphans, as well as the communities of people who suffer from all sorts of discrimination in Central Africa. Their total number is estimated at about 3,177,500 vulnerable people in all six countries covered by this plan. The activities will be carried out both in rural and urban areas, and there will be no discrimination as far as the age, gender and other personal considerations are concerned. Every person in Central Africa will be a beneficiary the moment they become a victim of any situation. In emergency situations, the beneficiaries will receive emergency kits for their survival, preventive and curative health assistance, as well as psychological support. Red Cross volunteers and workers will be the indirect beneficiaries of the plan as they will receive several trainings, which will contribute to enhancing their operational capacities. Through the smooth implementation of this plan, the Red Cross National Societies of Central Africa will become well-prepared National Societies, and the vulnerability of the population reached will be reduced. In order to achieve a better impact of Red Cross intervention, target beneficiaries will always participate in the design, implementation and monitoring of the programme, just as has been the case during the planning process. The following table summarises the number of beneficiaries targeted for this 2009-2010 Plan:

Programmes	Men	Women	Elderly > 55	Infants < 5	Children > 5	Volunteers	Branches
<b>Disaster Management</b>	204'000	850'000	10'600	340'000	360'000	1800	All the branches where the activities are carried out
<b>Health and Care</b>	268 000	420 000	700	360 000	360 000	2 400	All the branches where the activities are carried out

<b>Organisational Development</b>	idem <sup>3</sup>	idem	idem	idem	Idem	idem	idem
<b>Principles and Values</b>	Idem	idem	idem	idem	Idem	idem	idem
<b>Total</b>	472 000	1,270,000	11,300	700,000	720,000	4,200	All the branches where the activities are carried out

### c) Potential risks and challenges

The major risks that may hamper the implementation of the plan include the difficulty to have Governments and other stakeholders' total commitment to support the Red Cross National Societies of Central Africa. Other risks include socio-political instability, regional conflicts, the failure on the part of potential donors to fund the programme, the late disbursement of funds, the population's lack of interest in Red Cross activities due to unforeseen reasons, and the discouragement of Red Cross volunteers and their exodus to other organisations because of lack of incentives.

Possible solutions to overcome these challenges could be obtaining financial and technical support from the Federation and ICRC, as well as from potential donors for the recruitment of key technical officers, respecting the periodicity for the disbursement of funds, involving the beneficiaries at all levels of Red Cross action, and building the loyalty of Red Cross volunteers.

## Role of the secretariat

**The secretariat's budget for its support role is CHF 848,483 (USD 775,578 or EUR 540,435).**

### a) Technical programme support

In 2009 and 2010, the Federation's Secretariat will ensure the coordination of internal and external support to strengthen the institutional and organisational basis of the National Societies in Central Africa. This support will be specifically provided through the main areas targeted by the National Society programmes, namely:

#### **Emergency preventive and curative health care, fighting against HIV/AIDS and other epidemics**

The Federation will continue to support the Central African National Societies in setting up mechanisms for consolidating capacities in delivering emergency health services to the refugee populations and internally displaced people (IDP). Special attention will be paid to the compliance of the National Societies to Federation's rules and regulations, as well as international standards, including Sphere and WHO recommendations for the management of emergency community health centres. A special coaching mechanism will be designed to continue improving National Society knowledge on sensitive aspects of community-based health programmes (CBHP), ARCHI 2010, and the Federation's health policy and global agenda. For 2009 and 2010, the volunteering programme based on ARCHI 2010 initiative will help the National Societies in Central Africa to recruit more qualified staff and volunteers. Special effort will be made to attract volunteers in rural areas to encourage the national societies' involvement in nutrition activities in line with the Algiers Plan of Action. The Sexually Transmitted Infection, HIV/AIDS and FGM prevention projects will take advantage of the increased dissemination

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<sup>3</sup> The beneficiaries for the Organisational Development and Principles and Values programmes are the same with the Disaster Management and Health and Care programmes.

opportunities created since last year by the Central and West African communications network with its massive media support in mobilising the “Power of Humanity” against all forms of discrimination and related issues.

### **Disaster planning, preparedness, response and recovery programme**

The Federation’s Representation will encourage the Central African National Societies to enhance last year’s efforts in the management of refugee operations in Cameroon (5,000 Chadians in Langui and 60,000 CAR caseloads in Adamawa and Eastern Cameroon regions); in CAR (with 3,500 Sudanese refugees), in the Republic of Congo (risk of new refugees influx from DRC), and some 1,000 IDP in the CAR. The Federation’s secretariat will also provide support to the host communities in the six countries covered by this plan. Furthermore, it is envisaged to train more regional competencies in order to strengthen and enlarge the disaster preparedness and response skills of the Federation’s ERDAC teams and consequently those of the National Societies. The extremely positive expertise developed in the past three years by the regional ERDAC in West and Central Africa in providing quality emergency health and disaster response services will be further strengthened and largely promoted at regional level.

Standard procedures (relating to contracts, insurance and financial requirements) will be further improved to guarantee the rapid deployment of the regional disaster response teams in the future (when required) and to facilitate/maintain the deployment of the required international teams. With a vision of connectedness within the Movement, expatriate delegates and regional competencies will give the National Societies an excellent opportunity to build their operational capacities through volunteer training, increased communal risk awareness and a high level of disaster preparedness. National Society country-teams will be thoroughly integrated into the regional disaster management system of the Federation to improve the deployment of resources at zone level.

### **b) Partnership development and coordination**

With regards to coordination, the Federation’s representation will continue to build upon its image, promote knowledge of the Red Cross and ensure its visibility within government circles as well as with partners and the public in general. It will attain this goal by demonstrating its good will in strategic partnership and encouraging further National Society participation in coordination gatherings, as well as attendance in important humanitarian events and operations (at national, regional and local levels).

The current plan will facilitate an effective development of a Cooperation Agreement Strategy (CAS) in each of the National Societies in Central Africa with the support of the Federation’s Representation. The CAS will create a framework within which the Federation, ICRC, Participating National Societies, UN agencies and the government of Central African countries can support the capacity building of the National Societies to meet the humanitarian needs of vulnerable communities. For having contributed tremendously to the several relief operations since 2004, the Central African Red Cross Societies have gained more recognition from government authorities and the general public in each country. As a result, government institutions, UN Agencies and other prominent partners like the European Union, the American Bureau Population Migration and Refugee (BPRM) and the Swedish SIDA will obviously continue to consider the National Societies as credible partners with a frontline humanitarian role within the civil society. However, more focus needs to be placed on enhancing the image, knowledge and understanding of the role of the National Societies at national and regional levels.

### **c) Representation and Advocacy**

As the largest humanitarian organization in Central Africa, the Federation’s representation has a special responsibility to defend the rights and interests of the millions of vulnerable people across the region. By its image and credibility with the general public and government authorities, it has unequal potential to advocate in favour of individuals and vulnerable groups that are often forgotten by the media, and sometimes even by their political leaders. In its excessive desire to remain discreet in its activities, the Federation’s representation and its constituent National Societies have not always managed to make full use of this potential to attract media and public attention to the fate of the vulnerable and the reasons of their vulnerabilities.

The Federation's representation will carry out activities to improve its image, promote knowledge of the Red Cross and ensure visibility among government circles, the general public and partners in Chad. The humanitarian standards will be disseminated within the non-governmental organizations (NGOs).

#### **d) Other areas**

##### **Fund-raising programme**

The Central African National Societies will be supported in their human and material resource building efforts to offset the low level of interest shown by the rest of the world in responding to the needs of vulnerable communities. A new fund-raising programme through income-generating activities is envisaged under this plan to create strategic alliance with prominent partners in the humanitarian, private corporate and business world for complementing the traditional donor funding, which unfortunately has demonstrated continual weaknesses in recent years. To further enhance the National Societies' financial base and minimize the consequences of natural disasters, a new dimension of capacity building, through recovery from relief to developmental option will be proposed to the National Societies which are heavily ploughing under the burden of many years' relief operations. In addition, commercial first aid training tailored to suit the specific types of work will be marketed to businesses enterprises and private companies.

## Promoting gender equity and diversity

From general perspective, there is a clear gender imbalance at all levels in the governance and management bodies of the Central African National Societies. This is an issue that the National Societies have already foreseen and debated with the Federation; with clear recommendations to address the problem in 2009-2010 and beyond. The National Societies will propose plans and actions to encourage women candidacy for any elective and staff positions. The representation of women and girls in the National Society volunteering network is also an issue to tackle with strategy. The issue of sexual abuse and Sexual and Gender-Based Violence (SGBV) is discussed with boys and girls in youth programmes in general. Also, Central African National Societies intend to introduce a new component into their programmes under the promotion of communication and human values. Developing programmes focused on gender, equity and diversity will be of great consideration in building strategic alliances with donors and all stakeholders. Such programmes will include the "Filles Libres Project", the "Project on the schooling of young girls in areas with culture-bound restrictions"<sup>4</sup>, and other women empowerment-oriented projects.

## Quality, accountability and learning

Most of the Central African National Societies have not yet developed a monitoring and evaluation tool. However, this aspect has been included in the plans for 2009-2010. In the past, monitoring and evaluation of activities and their impacts were conducted by collecting information from different available sources: monthly field reports from the regional and local branches, also from field officers who have the responsibility to report on the progress of all programmes and activities implemented in their respective competence areas. Field trips were also conducted to monitor programme implementation by programme coordinators; financial reporting by activity and consolidated into monthly finance reports; coordination meetings at headquarters and at field level. At times, the Federation's representation conducts monitoring and evaluation activities through its programme officers in Yaoundé. The National Societies monthly consolidated activity report were shared with Federation's reporting officer and parts of those reports' contents were incorporated into the Zone's monthly activity report as part of staff performance tracking, benchmarking and monitoring and evaluation process supported by the zone office in Dakar.

While it is envisaged that the Central African National Societies will be partly dependent on substantial donor funding and technical support for several years to come, focus on accountability will be considered as a sensitive dimension to achieve a successful implementation of the programmes enclosed in this Regional Plan. The National Societies have foreseen the need to develop mechanisms

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<sup>4</sup> These are areas where people traditionally believe that only boys have the right to go to school.

for locally generating income. For some activities and programmes, accountability and learning will be ensured through communities' involvement in every aspect of implementation, monitoring and assessment. For instance, water and sanitation facilities will be maintained and/or managed by local water committees, who will be trained accordingly by each National Society Programme coordinator and finance manager. For other programmes such as income-generating projects developed by vulnerable groups, community farming, hygiene promotion and the fight against HIV, accountability and learning will be ensured through the skills acquired by the beneficiaries, and the tools provided to help them for ensuring continued actions and developing further detailed options. This will provide the beneficiary communities with opportunities to make a living on the long term and support themselves and their families. The community health centre projects in some National Societies will be made partly self-supporting, by encouraging the management committees to charge small fees on each service delivery. Although some of these projects are already running in the National Society, there is a clear need to readjust their management system in order to include aspects on local resource mobilization, accountability and learning.

## How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

## Contact information

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