

Revised Plan 2011



Africa Zone

Executive summary

The International Federation of Red Cross and Red Crescent Societies (IFRC)'s Africa Zone (Zone) covers 48 countries in sub-Saharan Africa¹ and is divided into six functional/geographical regions namely [West Coast](#) (Abuja), [Sahel](#) (Dakar), [Central Africa](#) (Yaoundé), [Indian Ocean Islands](#) (Mauritius), [East Africa](#) (Nairobi), and [Southern Africa](#) (Johannesburg). Based on the scale and scope of humanitarian challenges and emergency operations, there are currently eight IFRC country representation offices in [Chad](#), [Democratic Republic of Congo](#), [Eritrea/Djibouti](#), [Ethiopia](#), [Niger](#), [Somalia](#), [Sudan](#) and [Zimbabwe](#), directly accountable to the Africa Zone office based in Johannesburg.

The Africa Zone resulted from the merger of the three former zone offices (East, West and Central and Southern Africa) into an overarching continental office that outlines the overall strategic direction of the functional structures. In order to effectively coordinate operations, channel support and services to the membership, being the 48 National Societies (NS), two operational support hubs have been created in within the Sahel and East Africa regional offices with provision for technical programme support upon NS request as well as zone-level roles in key support services (including finance, logistics, information technology/telecommunication and human resources) and humanitarian diplomacy (including Communications, resource mobilisation, and performance and accountability).

The 17th session of the [General Assembly](#) of the IFRC, held in November 2009 in Kenya, adopted [Strategy 2020](#), which is built upon new strategic thinking and designed to better prepare Red Cross and Red Crescent NS to effectively address the humanitarian challenges of the coming decade. The Africa Zone priorities are hence guided by the strategic aims of Strategy 2020 to support the development and work of National Societies (NS), whilst supporting the NS obligation as outlined in the 7th Pan African [Johannesburg Commitments](#) and the African Red Cross and Red Crescent Health Initiative (ARCHI) 2010.

This Africa Zone plan for 2011, which is a revised plan of the former three zones, charts the framework and methodology of technical support to the membership, as directed by the new organisational structure. Whilst this plan focuses on strategic level issues, the regional representation offices will continue directing their efforts on operational and programme level technical support to the membership. Coordination, humanitarian diplomacy, harmonisation and deployment of resources for IFRC supported programmes remain among the core functions of the Zone.

¹ Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central Africa Republic, Chad, Comoros Islands, Cote d'Ivoire, Democratic Republic of Congo, Djibouti, Eritrea, Equatorial Guinea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of Congo, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

Through its operational hubs, Africa Zone will ensure sustainable implementation of disaster preparedness and response, health and care programmes through technical support and capacity development programmes. Zone technical support is deployed through three main divisions: support services; operations and humanitarian diplomacy, as detailed below in this plan.

Africa faces the most devastation from natural and manmade disasters, which is aggravated by the effects of climate change, poor governance and poverty. Therefore, one of the main functions of the Zone is effective coordination on disaster management giving priority to scaling-up actions in international disaster response, institutional and community preparedness, risk reduction, food security, climate change adaptation and migration.

In addition, priority has been placed on improving local, regional and international capacity to prepare for and respond to disasters, epidemics and health emergencies. The programme support on health and social services aims to facilitate the scaling up of response to epidemics such HIV and AIDS, malaria, diarrhoeal and water-borne diseases, through public health initiatives carried by the NS jointly with their local authorities.

A new approach to NS development has been created and will be deployed through the regional and country representations, which have closer relationships with the membership. The approach entails integration into the NS structure with streamlined reporting lines, thereby increasing our responsiveness to the NS needs and priorities. Priority areas for NS development include: strengthening capacity in programming; governance and leadership development; accountability and programme management; resource mobilisation; encouraging cooperation; strategic partnerships; operational alliances and knowledge sharing.

The zone will also enhance existing internal and external partnerships through engaging in humanitarian diplomacy, focusing on humanitarian affairs and partnerships, government relations, resource mobilisation, communications, performance and accountability. The traditional partnerships with Red Cross and Red Crescent Movement members, including ICRC will be strengthened. Similarly, the enhancement of regional cooperation with external partners at continental level will be explored with the African Union, European Commission (EC), UN agencies, sub-regional organisations as well as with bilateral government donor agencies, regional cooperate bodies and financial institutions.

The total budget is funded through and reflected within the core budget of the IFRC. In addition the core budget will fund certain key positions in the regional and country offices across Africa

Context

Sub-Saharan Africa carries a disproportionate burden of the global HIV and AIDS pandemic. The impact of HIV and AIDS confronts the majority of the population in these countries with many socio-economic challenges. According to UNAIDS (2009)², 6,195 deaths per day are attributed to HIV and AIDS in sub-Saharan Africa. The prevalence rates for tuberculosis, malaria, measles, polio and diarrhoeal diseases also feature prominently in sub-Saharan Africa than anywhere else in the world. The water and sanitation situation is also appalling with 322 million people not having access to clean water. In addition to this, about half of the population living in Africa lives on less than 1 US dollar per day. The table below clearly indicates some facts and figures in relation to the humanitarian situation on the continent.

² UNAIDS 2008 report on the global AIDS epidemic, New York, 2009

According to the 2010 World Disasters Report (focusing on urban risk), one in three urban dwellers today live in low-income countries. Since 2000, the urban population in low and middle income countries has increased by 500 million and now Africa's urban population is significantly larger than North America's. In addition, the UN's projections suggest that almost all the world's population growth in the next few decades will be in urban areas in low and middle-income nations.

Much of this population growth is currently in informal settlements where housing conditions are generally very poor and even the most rudimentary protective infrastructure is often lacking. The world's urban population is projected to grow to 4.9 billion in 2030 including 3.9 billion urban dwellers in low- and middle-income countries.

Table 1: Summary of humanitarian indicators in Africa³

Water and Sanitation	HIV and AIDS	Socio-economic
<ul style="list-style-type: none"> - 322 million: people in sub-Saharan Africa who do not have access to clean water. - 436 million: people in sub-Saharan Africa who are without adequate sanitation services. - 321 million: people in sub-Saharan Africa who practice open defecation. - 4,100 children die daily from diarrheal diseases 	<ul style="list-style-type: none"> - 6,195: deaths attributed to HIV and AIDS per day - 47 years: life expectancy in sub-Saharan Africa when it could be 62 without AIDS. - Two thirds: the proportion of the world's HIV-infected population who live in sub-Saharan Africa despite the fact that just over 10 percent of the world's population lives in this region. - 15 million: the number of Africans that are occupied by people living with HIV related diseases. - 60 percent: the proportion of new HIV infections in sub-Saharan Africa. 	<ul style="list-style-type: none"> - 48 per cent: the proportion of sub-Saharan Africa's population that lives on less than USD 1 per day. - 2.18 per cent: the average population growth in Africa. - 54.3: the average life expectancy in Africa. - 18.6: the average age in Africa. - 1,041: GDP per capita, in US dollars, as compared to a worldwide average of USD 6,844. - 74 per cent: the proportion of all primary school age children enrolled in school, an increase of 15 percent since 2000. - 79: girls enrolled in high school for every 100 boys enrolled. - 900: maternal deaths per 100,000 live births as compared to 9 deaths in developed regions.
<p>Health and Care</p> <ul style="list-style-type: none"> - Approximately one million children on the continent die each year from malaria. - 40 percent: the proportion of national public health expenditure directed towards malaria where the disease is endemic. - 1 in 7: the number of children who die before the age of five. 		

The report shows that good governance is key to mitigating urban risk. Well governed cities have the world's best quality of life and highest life expectancies. Generally, the more urbanized a nation, the stronger its economy, the higher the average life expectancy, and the literacy rate, and the stronger the democracy, especially at local level. These countries are also particularly vulnerable to climate change. Over half of the 37 cities in Africa with more than one million residents are in the low-elevation coastal zone. For instance, a sea level rise of 50 cm would lead to over two million people in Alexandria, Egypt, needing to abandon their homes. Potential adaptation costs of 10 per cent of GDP have been calculated for the vulnerable east coast of Africa.

The growth in recent years of the migration phenomenon in Africa has introduced new pressures on communities, especially as large numbers of people have migrated within nations as well as across borders, which strains the resources and capacities of the host populations. With this background, migration is an important area of focus for the zone given the challenges being experienced by the NS in dealing with humanitarian consequences on population movement since the continent is both a producer and a transit point for migrants to Europe.

³ Sources various: ONE, The Data report, 2008, (www.one.org/report); United Nations, The Millennium Development Goals Report 2009, New York; UNAIDS 2008 report on the global AIDS epidemic, New York, 2009 (<http://www.unaids.org/>)

The impact of the global financial crisis has been felt in the region. The UN has warned that it expects the financial crisis to undercut the factors that drove economic growth amongst Least Developed Countries⁴ between 2002 and 2007⁵. The International Monetary Fund reported that the global economy contracted by 1.4 per cent in 2009 but anticipates it to grow by 3 per cent in 2010⁶. It should be noted, though, that an analysis of financial trends at even a country level can be grossly misleading in terms of understanding the impact of the global financial crisis on the poor communities in Africa, there remains significant inequality in the distribution of wealth in many of the countries in the region. The most striking example of this is Angola, where new found oil wealth has made the country one of the wealthiest on the continent. Despite having one of the highest per capita GDP on the continent (USD 3,756), more than 70 per cent of the population lives on less than two USD per day⁷.

Despite a history of rather devastating natural and man-made disasters⁸, most countries in Africa have not established effective mechanisms to manage disasters either at national or sub-regional level. Ineffective disaster management systems, poor funding and lack of relevant data for planning risk-reduction activities have taken their toll on the region; these disasters in turn have affected the ability of countries to develop wealth for their people despite high economic growth. They cause significant property destruction and loss of lives, and disrupt social relations. In principle, “creeping” disasters should be preventable and easier to contain. In practice, however, that has not been the experience in Africa.

Climate change is also expected to drive a continued shift in regional disaster trends. In recent years, National Red Cross Societies have reported an increase in the frequency and intensity of climate-related disasters, including floods, droughts and storms. This upward trend is likely to continue, particularly in disaster prone countries such as Kenya, Ethiopia, Somalia, Djibouti, Tanzania, Senegal, Burkina-Faso, Cameroon, Niger, and those along the Zambezi River basin and Mozambique’s Indian Ocean coast.

Food security is also a major contributor to vulnerability in Africa. 390 million people in sub-Saharan Africa are food insecure and in need of external assistance to meet the dietary requirements⁹. The Sub-Saharan Africa food gap in 2009 was more than 17 million tonnes whilst it gets just four million tonnes of food aid annually.¹⁰ By 2020, the number of food-insecure people in Sub-Saharan Africa is projected to exceed 500 million, out of a total population of roughly 1 billion. In other words, more than half of the region’s population will consume less than the nutritional target. Statistics only tell part of the story. Among those 400 million who are food insecure, the impact goes beyond empty stomachs. To survive, families are often forced to divert their limited resources away from education and health care, this is a painful choice that undermines development on a macro level.

Despite significant improvements over time, progress has been uneven; many countries have experienced setbacks over recent decades, in the face of economic downturns, conflict-related crises, climate change, food insecurity and the HIV and AIDS pandemic. In the next two years the focus will be on consolidating disaster risk reduction and food security long-term programmes, scaling up response to health emergencies, HIV and AIDS, communicable diseases, migration and civil unrest.

⁴ A grouping of 49 countries that includes: Angola, Lesotho, Malawi, Mozambique and Namibia

⁵ United Nations Conference on Trade and Development “The Least Developed Countries Report 2009” July 2009

⁶ International Monetary Fund – World Economic Outlook October 2009

⁷ Global Finance Magazine “Angola profile”: <http://www.gfmag.com/countries/331-angola.html>

⁸ According to the World Disaster Report 2009⁸, 18 million Africans were affected by disasters in 2008. Out of the 316 million people affected over the past decade, 46,000 died.

⁹ Hunger, disaster, hope: humanitarian action in Africa: International Federation, 2009.

¹⁰ US department of agriculture, Food Security Assessment, 2010-2020, Washington

Priorities and current work with partners

The Africa Zone strategic direction and priorities are guided by the S2020 strategic aims, whilst its support to the membership is adaptive to their priorities and needs. Based on the Johannesburg Commitments, signed at the 7th Pan African Conference held in Johannesburg under the theme ‘*Together for Action in Africa*’, and attended by representatives from all African National Societies, the NS leadership re-affirmed their commitment to the development in Africa. The theme “Together for action in Africa” underscores a renewed focus on capacity-building including infrastructural development for addressing challenges at national, regional and local levels. The priority areas for African National Societies, have advised the secretariat in modelling its membership support programmes.

Through its Humanitarian Diplomacy unit, the Zone will provide support in fostering cooperation and strategic partnerships, as a major role in increasing resource capacity in Africa. Thus, the Zone will engage with global consortiums such as the Global Malaria Initiative, the Stop Tuberculosis (TB) Campaign, the African-Caribbean-pacific (ACP)-EU Water and Sanitation Initiative, International Strategy for Disaster Reduction (ISDR), British Government’s Department for International Development (DFID), the United Nations Children’s Fund (UNICEF) and other strategic allies.

Secretariat programmes in 2010-2011

Disaster Management

a) The purpose and components of the programme

Programme purpose	
Save lives, protect livelihoods, and strengthen recovery from disaster and crises	
Programme component 1: Disaster Management Planning	
Outcome 1	Organise, coordinate and direct international relief actions, as a core service to the membership.
Outcome 2	Ensure effective tools and reliable surge capacities are always available in a seamless arrangement that connects regional, national and local capabilities.
Outcome 3	Promote pre-disaster cooperation arrangements and facilitate and regulate international assistance in order to enhance preparedness measures and increase the appropriateness and predictability of provision.
Programme component 2: Preparing and responding to disasters and crises	
Outcome 1	Improved continental capacity to predict and plan for disasters, and to mitigate their impact on vulnerable communities.
Outcome 2	Capacity in skilled human resources, financial and material resources is optimised for effective institutional disaster preparedness.
Outcome 3	Increased coordination and support on the strategic pre-positioning of relief stocks of essential supplies, and optimising logistics and communications in all regions in Africa.
Outcome 4	Ensure national legal preparedness and international legal cooperation through development and promotions of disaster laws, principles and rules.
Outcome 5	Effective and timely response in order to reduce the impact of disasters.
Outcome 6	Strengthened relationships with authorities in the region on migration related issues with IFRC’s role and position understood and accepted.
Programme component 3: Recovery from disasters and crises	
Outcome 1	Improved technical support on restoring or improving pre-disaster living conditions and reducing the risk of future disasters.
Outcome 2	Reliable early warning systems, instrumental in saving the maximum number of lives, protecting assets and livelihoods.
Outcome 3	Rebuild more inclusive societies and reduce vulnerability to future disasters.

Programme component 4: Disaster Risk Reduction	
Outcome 1	Increased continental role in leading the agenda on climate change adaptation, and mitigating the progression of climate change through advocacy and social mobilisation.
Outcome 2	Ensure support to regional and national DRR programmes working with communities to map the most significant locally prevalent hazards and to understand the patterns of vulnerability.
Outcome 3	Advocate for laws, government policies and incentives for risk reduction measures.
Outcome 4	Strengthened organisational capacity and resilience through networks of prevention, knowledge sharing and education on food production.
Outcome 5	Long-term nutrition and food security is promoted where needed, through strengthening livelihoods, increasing and diversifying of availability and accessibility for the most vulnerable people.

The Zone disaster management (DM) structure comprises of continental and regional coordinators, through which the secretariat coordinates disaster prediction and contingency planning. Planning is based on existing capacities within the membership as an auxiliary to government (and their DM plans), whilst ensuring that contingency plans for disaster response are fully utilised on guiding emergency operations. The IFRC envisages supporting the development of NS disaster plans and the identification of a specific role for NS in national disaster plans.

In terms of institutional capacity building, emphasis will be placed on developing human resources skills, financial and material assets for effective disaster management. In addition, focus will be on empowering the membership with resource mobilisation strategies in order to ensure support for emergency operations and recovery programmes. The DM unit will also work towards ensuring the existence of minimum standards of infrastructure that facilitates effectiveness and efficiency in disaster response.

Through the disaster risk reduction framework identified as one of the priorities for Africa, the Zone continues encouraging and strengthening a mechanism of self-reliance of individuals and communities, to reduce their vulnerabilities to public health emergencies and disasters. Focus will be on promoting and supporting community-based initiatives such as early warning systems, structural and conventional mitigation and measures to strengthen and protect livelihoods. The synergy with health and social services programme seeks to reduce the risk of public health emergencies and build community resilience, by making use of the existing participatory methods and tools.

The humanitarian consequences of migration in Africa are multiple and the situation varies from one context to another, depending on the phase where migrants find themselves: leaving their country of origin, transiting or stranded in a neighbouring country, arriving in the country of destination or upon return in their own country. The humanitarian needs and vulnerabilities of migrants, regardless of their legal status are to be mapped first in order to be addressed properly and in a coherent way. The Zone has started assessing current activities and plans of NS as well as their capacities, while taking the necessary steps to identify the migrants' main vulnerabilities and needs still to be answered. This will help bring to light common issues shared by a number of NS and hopefully lead to the development of joint strategies for their work along the migratory trails with the Zone's support and coordination.

Fundamental to effective disaster response is ensuring the existence and harmonious use of national, regional and international tools and guidance, facilitated at regional level. Support to recovery programming is based on needs and existing competencies in public health, water and sanitation (WatSan), while increasing capacities to address livelihoods and shelter programming. The IFRC will strengthen and maintain coordination within and outside the Red Cross and Red Crescent Movement, in order to improve humanitarian action, and to position the Red Cross and Red Crescent as a credible humanitarian organisation in disaster response.

b) Potential risks and challenges

Linked to climate change phenomena, the type, intensity, magnitude and frequency of natural disasters in Africa are increasing, making more and more people vulnerable. In addition, many communities face chronic food insecurity and the consequences of health emergencies, all of which have negative impacts on the resilience of communities and the ability of humanitarian agencies to implement recovery programmes.

At institutional level, the mechanism for planning remains weak, this in turn affects the response operations in terms of efficiency and effectiveness. The Zone therefore will increase technical support to the membership focusing on provision of relevant planning tools, coordination of response operations, resource mobilisation and deployment of international human and material resources.

Another challenge foreseen in Africa pertains to logistics and deployment of relief items if the warehousing facilities are not strategically positioned in disaster prone regions. However, with the establishment of DM hubs in Dakar and Nairobi, the disbursement and monitoring of relief items should be efficient. In addition, these hubs will also benefit from other logistics structures in Dubai and Las Palmas.

Some issues on migration are influenced by political considerations and depending on the degree of political sensitivity; NS might feel constrained in taking a position. A major challenge therefore will be to encourage and support NS to continuously engage their governments in dialogue on both emerging and ongoing issues, whilst reiterating our Fundamental Principles.

Health and Social Services

a) The purpose and components of the programme

Programme purpose	
Enable healthy and safe living	
Programme component 1: Community-based health and First Aid	
Outcome 1	Facilitate expanded access that people in under-served communities have to primary and public health services, including during emergencies.
Outcome 3	Cooperation, strategic partnerships, operational/global alliances are encouraged to support HIV and AIDS programmes.
Outcome 4	Coordinated provision of resources in tackling tuberculosis, malaria, immunizations, epidemic and pandemic preparedness, reproductive health and child care.
Outcome 5	Advocate for voluntary non-remunerated blood donation, and for safe provision of blood and blood products.
Programme component 2: Emergency Health	
Outcome 1	The membership able to deal promptly with health emergencies and enabled early treatment of common problems such as malnutrition and maternal and perinatal complications
Outcome 2	Influenced public policies and social mobilisation to act specifically on the local factors that have the greatest potential to reduce preventable death, diseases, injury and disability.
Programme component 3: Water and Sanitation	
Outcome 1	Strategic stocks and equipment for WatSan are developed for rapid response at appropriate level.
Outcome 2	NS have capacity to respond to disasters requiring water, sanitation and hygiene promotion.

The health and social services priorities are clearly defined within the global health and care strategy, under the six strategic directions: capacity building; social mobilization; partnerships; health in emergencies; advocacy and community empowerment. The health and social services priorities will be delivered through the regional and country representations being closer to the membership, by providing a platform whereby NS receive technical assistance on improving primary health care and the response to public health needs in emergencies.

The Zone will therefore focus on overall strategic initiatives as most of the programmes will be closely supported by the regional and country representations. The roll-out of the new CBHFA training manual, which provides the basis for volunteer training at NS level, will be facilitated by the Zone in collaboration with regional and country representations. Other activities will be closely linked to addressing road safety, First Aid skills, voluntary non remunerated blood donation, basic disease prevention and health promotion.

Malaria is endemic in most of the countries in sub-Saharan Africa and is therefore a key component of the health and social services programme. The Zone will focus on scaling-up malaria programmes through rolling out the malaria tool kit in the NS as well as supporting malaria community activities.

Strategic partnerships and global alliances such as the Global Alliance on HIV will be encouraged in order to scale-up response to the HIV and AIDS pandemic that has ravaged many countries in sub-Saharan Africa. However, the face of HIV and AIDS programming is shifting to that of advocacy for voluntary counselling and testing, PMCTC as a result of the increased availability of anti-retroviral therapy in some countries. Whilst technical support to the countries part of the Global Alliance on HIV continues others will also be supported to implement key HIV and AIDS programme components such as prevention, stigma and discrimination reduction, treatment, care and support.

Access to clean water and sanitation services remains one of the critical challenges in Africa. Alignment of WatSan projects with the Global Water and Sanitation Initiative (GWSI) will be facilitated by the zone and regional offices. WatSan capacity building for NS will be emphasized by training of regional disaster response teams (RDRT) on hygiene promotion in the context of emergencies as well as water treatment and sanitation management. Given the emerging public health emergencies, particular attention will be given to developing geographic and sector specific stocks to meet the WatSan needs. Technical advice is focused on WatSan programme planning, implementation, evaluation and coordination.

Epidemic prevention, especially for diarrhoeal diseases, will be reinforced by the epidemic disease unit for sub-Saharan Africa hosted in the Sahel office. African NS will continue receiving technical support to be better prepared and respond to human pandemics in their countries. Since 2008, NS have been participating in the preparation of the national contingency plans of their respective governments, preparing their own continuity plan, the Red Cross contingency plan and working for preparedness and response to human pandemics due to influenza.

b) Potential risks and challenges

Risks and challenges for the health and social services programming at continental level are mainly centred on limited funding support. The availability and sustainability of funding are continuous challenges to programme implementation. Some programme components attract more funding than others yet it is important to deliver a holistic service in or to achieve greater impact. The required funding of major targets might not be realised in full and this warrants constant review and prioritization of planned activities. The increase in the occurrence of health emergencies demands for more resources from African governments, who in most cases are under-resourced.

National Society Development

a) The purpose and components of the programme

Programme purpose	
Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.	
Programme component 1: Support to National Societies institutional development processes	
Outcome 1	NS are supported towards becoming strong and sustainable organisations that provide services to vulnerable communities.
Outcome 2	Increased access to skills and resources for institutional development and change management.
Outcome 3	The membership has functional structures and capacity for optimal organisational performance and accountability, including the wide sharing and operationalization of the Johannesburg Commitments.
Outcome 4	Increased regional level human, financial and material resource for coordinated technical support to the membership.
Programme component 2: Leadership and Management Development	
Outcome 1	Governance and management of the NS are strengthened for effective leadership and service delivery.
Outcome 2	All statutory and coordination bodies meetings are carried according to the constitutions and the terms of reference.
Programme component 3: Well-functioning organisations	
Outcome 1	The zone and regional offices have reliable financial management systems towards a new work culture that ensures sound financial management control and accountability.
Outcome 2	Continental capacity in programme performance tracking, measurement and reporting is guided by the Federation Wide Reporting System, and other IFRC tools as appropriate.

The Africa Zone office is responsive to a new organisational development framework to work more closely with its membership. The term National Society Development (NSD) is used here to mean strengthening Red Cross and Red Crescent National Societies so they can better carry out their humanitarian mandate of alleviating human suffering and assisting vulnerable people. This overall goal can be achieved through the interplay of three key components, namely: Organisational Development, Capacity Building and Relationship Management. The NS development function will be strengthened at operational level, and it is key for the regional representations to be capacity development oriented; thus the portfolio will clearly focus on capacity development, programme support, support in coordination (operational alliance (OA) Cooperation Agreement Strategy), research and development. The role of the Zone office is mainly to ensure sufficient bases for effective capacity development.

The Strategy 2020 roll-out process, and support towards achieving the objectives of the Johannesburg Commitments will be driven at regional level, whilst the strategic management team provides back-up and general direction. The Zone will coordinate the alignment of priorities with the expected outcomes of the S2020 Enabling Action - 'building strong NS'; the overall capacity building strategy for Africa.

At the last General Assembly, the IFRC Secretary General expressed his desire to see the integration of IFRC Representation offices and technical support within the NS functional structures. The Africa Zone will learn from the experiences of Liberia where in both cases the need for resources, commitment and determination to own the process were highlighted as fundamental to the success of the process. The level of NS development, and an understanding of the roles of the various actors will be critical to the implementation of the integration strategy, thus it is fundamental for the secretariat to prepare the NS and ensure the availability of resources. The secretariat will continue with grant management and accountability to partners.

In its mandate to serve the membership, the secretariat will determine where to place in-country technical assistance, with a focus on capacity development on a needs basis. So far IFRC Country Representation offices are in Chad, DRC, Eritrea/Djibouti, Ethiopia, Somalia, Sudan, Niger and Zimbabwe. However, in all instances the IFRC should not establish a parallel structure, instead be integrated with the NS structure. The support from the secretariat should seek to empower the NS to be able to coordinate and provide support functions. The support functions will not have the same architecture in different regional offices, but rather be configured according to the needs of the NS.

The increasing complexity and frequency of humanitarian challenges, the opportunities provided for and the urge for internal organisational changes are compelling many National Societies to do more, work differently where necessary and look for better ways of supporting vulnerable communities. Thus the Africa Zone has taken the lead in the adoption of the new concept of national society development which emphasises NS driven development. The Southern Africa region has pioneered this initiative.

A key aspect of this approach is the strengthening of sub-regional groupings that will bring together NS with similar challenges and historic ties to work more closely. The sub-regional groupings will utilise the capacities and competencies within a group of three to four NS to enable a common definition and prioritisation of challenges, joint approaches as well as the sharing of resources. It works with and compliments the objectives of regional groupings of Secretaries General, while ensuring NS take ownership of their own development in a sustainable manner. Whilst it is the responsibility of the individual National Societies to be accountable for their own development, a small sub-group offers opportunities for synergies and learning.

The sub-regional group will be encouraged to engage technical persons as staff on loan from any one of the members of the sub-group to provide peer support. It is envisaged that the IFRC and PNS will provide financial support the salary of the staff on loan, the operational activities and coordination meetings of the sub-regional groupings. The staff on loan while contractually being a NS staff will have a dual reporting line to the sub-group committee and to the respective IFRC regional representatives.

The role of the different regional networks and their links will be purposefully strengthened to harmonise and crystallise the priorities in Africa. The Africa Zone office will take responsibility of coordinating and supporting PACT meetings and continental partnership meetings. The Zone programme components are designed to fully create strong and sustainable organisations, at the same time providing tools and resources to mobilise and maintain volunteering. Above all, the secretariat ensures effective coordination and collaboration within the Movement and with governments and other stakeholders.

b) Potential risks and challenges

The new NS capacity development orientation in Africa requires a paradigm shift and change of mindset for both the secretariat and the membership. The time has come for the secretariat to gradually hand over the coordination role to the NS except for major operations or situations requiring international coordination; however the issue of capacity remains a concern. The IFRC in-country presence critically requires the existence of NS counterparts in order to facilitate transfer of skills. This will ensure continuity and sustainability after IFRC exit.

The high labour turnover for both elective positions and staff should be examined carefully to ensure the investment is not wasted. The incessant change in NS leadership and management positions across Africa is likely to delay the realisation of investments returns in human resource development, and in the sustainable use of systems, tools and procedures. Although there is a plan to prioritize technical support to specific NS, peer support will be promoted and developed to cover the capacity development needs in Africa.

As a membership based organisation, the greatest risk to the capacity development of the NS in Africa arises from the potential weakening of the spirit of volunteerism posed by an increase of non-government actors who pay higher stipends, for what would have been voluntary services. This underscores the need for continuous support to volunteer development.

Humanitarian Diplomacy

The Humanitarian Diplomacy (HD) policy, which was adopted by the IFRC's Governing Board meeting held in May 2009, is the overarching policy document guiding the HD work at zone level. HD is a responsibility that stems from the role of the NS as auxiliaries to their governments, as well as the IFRC's international status. HD will focus on humanitarian affairs and partnerships, government relations, communications, resource mobilisation, performance and accountability, promotion of principles and values. In Africa, the HD portfolio also includes International Disaster Response Law (IDRL).

(a) Humanitarian Affairs and Partnerships: The diplomatic status of the IFRC as a member of the international community present in the region, and its reputation as a leading humanitarian organization, requires continuous maintenance and improvement. As a primary representative of the IFRC to regional organizations, the Director of Zone supported by the HD adviser and the NS leadership will represent the IFRC at events, international and regional fora and inter agency discussions. Whereas representation will be arranged and coordinated by the Zone, the NS needs will be taken into account. Advocacy will be guided by the decisions made at the statutory meetings and in particular the decisions adopted at International Conferences by governments and NS. Humanitarian partnerships with the African Union, sub regional organisations, UN agencies, international organisations and academic institutions will also be strengthened.

African Leadership Forum (ALF) will be established and coordinated by the Zone aimed at consensus building to ensure Africa has one voice at intentional fora, and a the [Governing Board](#). The ALF would aim to realise accountable and responsible leadership and partnerships that offer durable solutions for vulnerability and greater relevance of the Red Cross and Red Crescent in Africa. ALF membership will include board members from Africa, members of the advisory bodies, chairperson of NS regional networks, NEPARC (New Partnerships of African Red Cross Societies) and PACT (Pan African Coordination Team) and other international leaders of standing.

Drawing from internal intellectual capacity at the zone (and external expertise as required), an HD forum will be established; with a mission to strengthen our capacity through independent analysis, informed debate and influential ideas on how to build a prosperous and effective zone office to better understand the needs and to serve the African NS.

As a membership service, the Zone will ensure Movement cooperation and coordination through facilitation of effective and regular communication with all Movement partners. The Zone will continue guiding NS in applying Red Cross Red Crescent policies and Movement coordination tools in support of multilateral and bilateral activities. Cooperation among the NS in Africa will be supported through networks. The zone will continue to promote Global Alliances and Operational Alliances as frameworks designed to mobilize capacities and resources to provide effective support to NS.

(b) Resource Mobilization: The resource mobilisation component will continue to strive for sustainable generation of resources and to maximise coverage of funding of zone plans, emergency appeals and other funding challenges. At the zone level, resource mobilisation will focus on developing a resource mobilization strategy to support NS in developing resource mobilisation strategies in line with their auxiliary status. The resource mobilisation strategy will be context specific to address the resource mobilisation needs in Africa. The zone will encourage regional representations to strengthen leadership of NS where there is need so that they are able to raise funds at country level, in cases where donors are decentralised.

Partnerships will also be established with a wider spectrum of multilateral and multinational entities so that NS are able to generate additional income from non-traditional donors, including corporate sector and government. Efforts will be made to link and facilitate partnership between the IFRC and regional bodies including development banks.

(c) Performance and Accountability: Through the performance and accountability virtual team, the Africa Zone will ensure that planning, monitoring, evaluation and reporting systems and structures are enhanced for efficient and effective management of programmes. This will facilitate programme improvement and accountability as a direct impact of consistent performance measurement, tracking and reporting. There will be specific focus on enhanced quality assurance in reporting and improved measurements of impact and outcomes.

Monitoring mechanisms will be strengthened to facilitate programme improvement and learning. Mid-year and annual reviews will be systematically conducted for all programmes based on the annual work plans. This will be done in close consultation with key stakeholders. The lessons learnt will be documented throughout the processes and publication of good practices will be emphasized.

The IFRC Zone office in Africa will also ensure that internationally recognised standards such as SPHERE are utilised during programme design, implementation, monitoring and evaluation. The Federation-wide reporting system (FWRS) will be used to collectively and reliably monitor and report on key data from the NS and the secretariat on a regular basis. The zone will play an important role in enhancing capacity, supporting the data collection, and aggregating FWRS data for NS in the Zone. The data will be collected annually based on seven proxy indicators, complimented by the standard reports and assessments conducted by the IFRC.

(d) Communications: The reputation of the IFRC and its member NS will continue to be promoted through external and internal communication tools and strategies. Coordinated effort will increasingly be made to position the IFRC and NS as credible and insightful actors in relation to key issues of concern such as climate change adaptation, migration and HIV and AIDS. Various communication tools will be developed such as a quarterly bilingual Africa newsletter to highlight NS' programmes and provide an update on IFRC activities. The newsletter will improve the internal communication in the zone and ensure the visibility of donors and PNS. In addition, communications will develop and launch advocacy reports, films and analyses of humanitarian trends. A key element of the zone communications team will be to strengthen the communications functions in NS; including efforts ensure the integrity of our external image is maintained.

(e) International Disaster Response Law: As an inter-related component of the IFRC's overall disaster management strategy, IDRL in Africa will seek to reduce human vulnerability by promoting legal preparedness for disasters. IDRL technical support projects will continue to be supported in Africa. The IDRL programme will focus on providing technical assistance to interested governments on ways to enhance legal preparedness for international disaster assistance and make optimal use of the IDRL guidelines in their national contexts.

The capacity of NS will be enhanced to advocate for a strengthened legal framework for disaster response as well as dissemination, advocacy and research on IDRL related issues. Through coordination and partnerships, the IDRL coordinator will advocate for the understanding and promotion of IDRL to ensure that it is recognized and included in NS contingency plans. The IDRL programme will continue to closely cooperate with other departments within the secretariat. The direct participation of NS in the development of manuals and other materials and in presenting IDRL to potential partners within the UN system and wider community will remain a priority.

(f) Principles and Values: While the promotion of principles and values is a core area in its own right, their integration into all activities of disaster management and health and care in the community is also seen as an essential part of what makes a well-designed Red Cross and Red Crescent intervention. Promoting and respecting our principles and values are indispensable if the Red Cross and Red Crescent Movement is to be perceived as an impartial, neutral and independent actor, and furthermore to facilitate the organisation to carry out its mandate. Promotion of Principles and Values will reinforce the specificity of our organization and a better understanding of our “added value” by external partners.

The Zone will facilitate a framework for increasing advocacy or a wider understanding and practical application of our Fundamental Principles. The programme support context will ensure the promotion of social inclusion, promoting better behavioural skills and advocacy on the adoption of non-violent approaches to bridging these differences and pre-empting violent conflict. Internally, focus will be on ensuring equality at all levels of the organization free from gender-based or other discrimination in the allocation neither of resources and benefits, nor in participation and access to services and decision making roles. The Zone will fulfil its role of promoting intercultural dialogue and harmony through education and training that is tailored to the needs of specific audiences.

Role of the secretariat

This section outlines how the secretariat will support the Red Cross and Red Crescent personnel to implement the programmes described in the previous sections. The technical support from the Zone office is designed to reflect the humanitarian needs and is responsive to the demands of the work in the region.

a) Technical programme support

Lean and efficient regional operational hubs will be maintained in Nairobi and Dakar with provision for technical programme support upon NS request as well as zone-level roles in key support services (including finance, logistics, information technology/telecommunication and human resources) and humanitarian diplomacy (including communications, resource mobilisation, and performance and accountability). The Zone will provide programme review and harmonized DM and health objectives and priorities through organizing technical meetings. The NS development will be facilitated by the regional and country representatives with emphasis on advising, coaching and mentoring counterparts at NS level. Delegates will be par to the NS structure and be our “grassroots” resources facilitating closer coordination, support, and relationship building with the NS. This will be based on the NS needs.

Monitoring programme quality, ensuring performance and accountability will be the focus of the Zone performance and accountability unit. Systems for tracking performance will be established and emphasis will continue to be placed on timeliness in reporting and compliance to donor reporting requirements. Continental learning fora for the NS, partners and IFRC staff will be organized in which knowledge and experiences will be shared for learning purposes.

b) Partnership development and coordination

At the 7th Pan African Conference, the African NS recognised that the diversity of the continent and the nature of its challenges make well-coordinated follow-up of these commitments essential. They agreed that reporting should be harmonised using an IFRC format and technically supported by the secretariat. In view of that, the Conference Steering Committee and Pan African Coordination Team (PACT) will maintain an oversight of reporting and follow-up, and to bring progress to the attention of the Governing Board and to the next Pan African Conference.

The IFRC's role remains that of coordination, harmonisation, capacity development, humanitarian diplomacy, programme performance measurement, tracking and management, information, communication and technology (ICT) advocacy, and resource mobilisation. Key to building NS capacity to deliver high-quality programmes is strengthening the functionality of the statutory regional groups, giving them fresh impetus and supporting them in driving the programmes guided by the commitments from the 7th Pan African Conference. At the centre of our activities is positioning the Red Cross and Red Crescent as a major contributor to the achievement of the Millennium Development Goals (MDGs).

(c) Support Services

The Secretariat coordinates and supports the efforts of the NS membership to improve and scale up work aimed at addressing the increasing number of humanitarian and development challenges in the world. It is mandated in this by the IFRC Constitution (which assigns specific functions and services to the Secretariat) and guided by Strategy 2020, in particular the membership services as defined in the Secretariat's commitments to realise S2020.

The Africa Zone Support Services will ensure that services in logistics, human resources, administration, finance and information technology/ telecommunications meet NS and IFRC programme priorities resulting in improved delivery speed, quality through reduction of cost and minimising impact on environment. The services will be maintained through the Zone office and the East Africa and Sahel regional hubs, ensuring that services are delivered in a cost effective and timely manner and focussing as a priority on capacity building support to National Societies in each of the support service areas. The work of the team will critically include accountability requirements, working also with colleagues in Geneva and other zone offices to look into ways of providing these services in ever more efficient and effective ways.

Promoting gender equity and diversity

The disadvantaged people often hidden and unable to enjoy the general benefits that are accessible to mainstream society include those neglected, marginalised or excluded for many reasons such as social and economic disadvantage, unemployment status, a lack of access to information, knowledge or modern communication tools, or perhaps due to public attitudes that stigmatise or discriminate against them. In Africa, such groups include: women and girls who are at risk because of their gender; older people; PLHIV or other diseases and disabilities; children and young people in difficulty such as orphans, child labourers or those on the street, people who have been trafficked or displaced; refugees and other migrants; members of minority groups; those subjected to harmful cultural practices and countless others deprived of their human rights. In addition, economic and political disparities among communities and between nations and regions are a potent source of tension and insecurity.

The IFRC's 1999 Gender Policy will guide incorporation of gender into all programmes. Different needs, capacities and concerns of girls and boys, men and women will be taken into consideration when programming. The zone management will ensure that gender is mainstreamed in all programmes. The gender needs and concerns identified during planning will be addressed during implementation and deliberate effort will be made to ensure that the monitoring and reporting tools capture the progress made towards addressing the gender needs with emphasis on data disaggregation.

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.

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