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# Africa Zone Annual Report

 International Federation  
of Red Cross and Red Crescent Societies

**SP1/MAA60005**

**30 June, 2015**

**This report covers the  
period:**

**1 January 2014 to 31  
December 2014**

*Red Cross Staff receive confirmed Ebola patients at the then new Ebola treatment Centre in Kenema, Sierra Leone in September. More than 25,000 cases have been registered and more than 10,000 deaths in the worst Ebola epidemic the world has seen. National Societies continue to be on the forefront of the response and the IFRC, and its Secretariat have worked together to support them.*  
IFRC/2014



## Overview

### Programme outcome

The Africa Zone comprises the Africa Zone Office, plus 16 regional and country representations, which in turn support 49 African National Societies. The strategic direction for the period 2012-2015 is spelled out in the Long –Term Planning Framework, which was updated in 2014 and the current document reports against these revised objectives. The revised LTPF for 2014-2015 is available online at: <http://adore.ifrc.org/Download.aspx?FileId=53557>.

Overall in Africa in 2014, highlights include:

- Response to West African Ebola epidemic through six emergency appeals (Guinea, Liberia, Sierra Leone, Nigeria and Senegal, plus regional coordination and preparedness appeal).
- Support to help National Societies stave off Ebola in neighbouring countries and Africa transport hubs through 11 DREF preparedness operations.
- Response to 57 emergency operations (13 Emergency appeals; 44 DREF operations) –with budgets totalling CHF164M. Against this CHF 127M in funding was registered, the highest coverage in recent years.
- Development programmes with a budget of CHF 56M against CHF36M income, mainly in disaster preparedness and risk reduction, as well as in health and social services.
- Unrestricted/Statutory funding of staff and offices at Zone and regional level, providing representation, technical assistance and a range of other support totalling CHF 5M
- African Governance Group (AGG) innovative peer support to targeted Africa National Societies

### Working in partnership

The table below shows operational partners who provided funding during 2014. This generous support takes advantage of efficiency of IFRC Secretariat resources in the field and results in more resources and support being available for National Societies. IFRC wishes to thank partners for their support during the year.

Partner/Donor (by total 2014 contributions)	Agreement
British Red Cross (including British Government DFID)	Development & Emergency
United States Government – USAID	Emergency
European Commission - DG ECHO	Development & Emergency
Swedish Red Cross (including Swedish Government)	Development & Emergency
Japanese Government	Development & Emergency
The Canadian Red Cross Society (including Canadian Government)	Development & Emergency
The Netherlands Red Cross (including Netherlands Government)	Development & Emergency
Norwegian Red Cross (including Norwegian Government)	Development & Emergency
Bill & Melinda Gates Foundation	Emergency
American Red Cross	Development & Emergency
Finnish Red Cross (including Finnish Government)	Development & Emergency
Belgian Federal Government	Emergency
Japanese Red Cross Society	Development & Emergency
Swiss Red Cross (including Swiss government)	Development & Emergency
UNHCR - UN Refugee Agency	Development
Italian Government	Emergency
Austrian Red Cross (including Austrian Government)	Development & Emergency
Danish Red Cross (including Danish Government)	Development & Emergency
United States Government – PRM	Emergency
Icelandic Red Cross (including Icelandic Government)	Development & Emergency
French Red Cross	Emergency
China Red Cross, Hong Kong branch	Emergency
German Red Cross	Development & Emergency
French Government	Emergency
Lars Amundsen Foundation	Development
UNICEF - United Nations Children's Fund	Development & Emergency
Red Cross of Monaco	Emergency
Save the Children	Development
Tullow Guinea Limited	Emergency
Economic Community of West African States(ECOWAS)	Development
Red Crescent Society of Islamic Republic of Iran	Development & Emergency
Shell	Development & Emergency
Sime Darby Berhad	Emergency
Australian Red Cross	Emergency
New Zealand Red Cross	Development
Czech Government	Emergency
KPMG International Cooperative(KPMG-I)	Emergency
OCEAC, Org.Coord. Lutte Endemies Afr.Cent.	Development
The Republic of Korea National Red Cross	Emergency
Taiwan Red Cross Organisation	Emergency
Australian Government	Emergency
ICRC	Development
Irish Red Cross Society	Emergency
Singapore Red Cross Society	Emergency
UNDP - United Nations Development Programme	Emergency
Belgian Red Cross (Flanders)	Development
WFP - World Food Programme	Development

Partner/Donor (by total 2014 contributions)	Agreement
Monaco Government	Emergency
Swedish Civil Contingencies Agency	Development
Standard Diagnostics, Inc.	Development
Belgian Red Cross (Francophone)	Development
Israel - Private Donors	Emergency
WHO - World Health Organization	Other
Qatar Red Crescent Society	Emergency
UNAIDS	Development
Luxembourg - Private Donors	Emergency
VERF/WHO Voluntary Emergency Relief	Emergency
Portuguese Red Cross	Emergency
The Comoros Red Crescent	Development
Switzerland - Private Donors	Emergency

### Progress towards outcomes

Business Line 1: Raise humanitarian standards				
<b>Outcome:</b> Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.				
<b>Impact evaluation question:</b> Is the IFRC providing quality and relevant services that have positive impact on vulnerabilities? Are these based on sound assessment and improved organizational competence?				
<b>Outputs</b> ( <i>Africa-specific outputs in italic</i> )	<b>Measurement</b>			
	<b>Indicators</b>	<b>Baseline 2010</b>	<b>Progress</b>	
			<b>2014 Targets</b>	<b>2014 Actual</b>
1.1 A Federation-wide databank and reporting system of factual National Society information is established and maintained.	1.2b # National Societies providing data on one or more FDRS key performance indicators.  (PAC indicator 5: Number of African National Societies that report annually using the Federation Wide Reporting System.)	0 5 (Global)	<b>37 (Africa)</b> <b>140 (Global)</b>	<b>44 latest complete 2012</b>
1.2. An organizational capacity assessment and certification process is established. (OCAC)  <i>PAC objective: An independently-validated Africa zone-wide peer review mechanism is facilitated to benchmark National Societies and the Secretariat itself</i>	1.3a # NS participated in OCAC self-assessment.  (PAC indicator 4: Number of African National Societies who have undergone a Movement recognised self-assessment process or Peer review process.)	<b>0</b>	<b>20 (Africa)</b> <b>60 (Global)</b>	<b>18</b>

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1.3 Volunteers and staff having essential competences to save lives and change minds, and performing specific roles in national societies.	1.4a # of volunteers and staff registered in the learning platform	TBD	TBD	~4,000
	# of NS volunteers or staff certified in online basic planning, monitoring and evaluation training (online PPP)	0	50	NA

<b>Comments on progress towards outcomes for BL1</b>
<p>These objectives are largely pursued through global programmes and field cooperation using Statutory/unrestricted resources. Africa Zone heads of delegation and PMERs work with NS counterparts to complete and use FDRS data. Use of FDRS is actively promoted in PMER events, including formal exercises on how to use FDRS for analysis. Similarly, at all PMER events, PMERs actively encourage counterparts to register and complete online PPP training. Available monitoring data for online PPP training did not include non-IFRC. Training and workshops remain an essential strategy for building capacities of National Societies and all African business units undertook such trainings in 2014.</p>

<b>Business Line 2: Grow Red Cross Red Crescent services for vulnerable people</b>				
<b>Outcome:</b> Relevant, speedy and effective humanitarian assistance by African National societies.				
<b>Impact evaluation question:</b> How many communities affected by disasters and crises are assisted by consistent and reliable Red Cross Red Crescent support?				
<b>Outputs</b> ( <i>Africa-specific outputs in italic</i> )	<b>Measurement</b>			
	<b>Indicators</b>	<b>Baseline 2010</b>	<b>Progress</b>	
			<b>2014 Targets</b>	<b>2014 Actual</b>
<i>2.1 National Societies have improved preparedness to provide timely quality assistance to people affected by disasters</i>	2.1c # NS with contingency plans in place (up-to date; For all likely risks)	0	10	14
	2.1b % of NS using standardized regional response assets (e.g. RDRT) during the year	10% (2012)	30%	45%
	# NS with a functioning NDRT in the current year (4 or more NDRT members reported)	11 (from Matrix)	16	NA
	# NS with epidemic preparedness plans	0	5	13
	<i>2.2 IFRC marshals international assistance to help NS respond to relief needs of people affected by disasters (e.g. food, water, emergency shelter and health) as well as addressing longer term recovery needs (e.g. livelihoods, shelter, health and other services) when appropriate.</i>	# DREF (standalone) operations launched for small scale emergencies.	46	>20
# Emergency Appeals launched and supported.		11	>20	13
2.1f # of NS engaging in emergency and long term shelter interventions		NA	12	12
2.2 f # of people planned to be reached by international emergency response operations		4.3M (2012 DMIS)	4.3M	7.8M
<i>2.3 The Red Cross Red Crescent global disaster management system is further developed.</i>	# NS committing to the DM Framework (through rollout meetings).		49	49



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	Average time from DREF request to DREF approval as spelled out in the standard operating procedures for emergency response (SOPs).	>2 days	<2 days	3.25 days
	#/% emergency operations formally reviewed or evaluated.	1%	30% of all emergency operations (DREF and EA's)	12% (7)
	# NS targeted for Resource Management System (RMS) implementation through scoping and capacity assessment.	0	TBD	0
	# NS trained through pilots initiated on the RMS.	0	8	0

#### Comments on progress towards outcomes for BL2

In 2014, 44 DREF operations were launched to respond to disasters in 31 countries Benin, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoro Islands, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Liberia, Madagascar, Malawi, Mali, Niger, Nigeria, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Togo, Uganda, and Zimbabwe. The breakdown of DREFs per region is 15 East Africa and Indian Ocean Islands, 11 Sahel, 9 Western Africa, 6 Central Africa and 3 Southern Africa.

EVD Preparedness DREFs were launched for Cote d'Ivoire, Mali, Ethiopia, Guinea-Bissau, Kenya, Gambia, Chad, CAR, Cameroon, Liberia, Guinea, Togo and Benin. Another 2 DREF requests were turned down during the year as part of Quality Assurance. Efforts to standardise the DREF review process, i.e. common ToR , tools etc. All requests for DREF now use the Ops Strategy Call as per the SOPs.

The DREF amount allocated was only slightly higher than in 2013, in spite of the number of allocations made for Ebola response and for civil unrest and population movement.

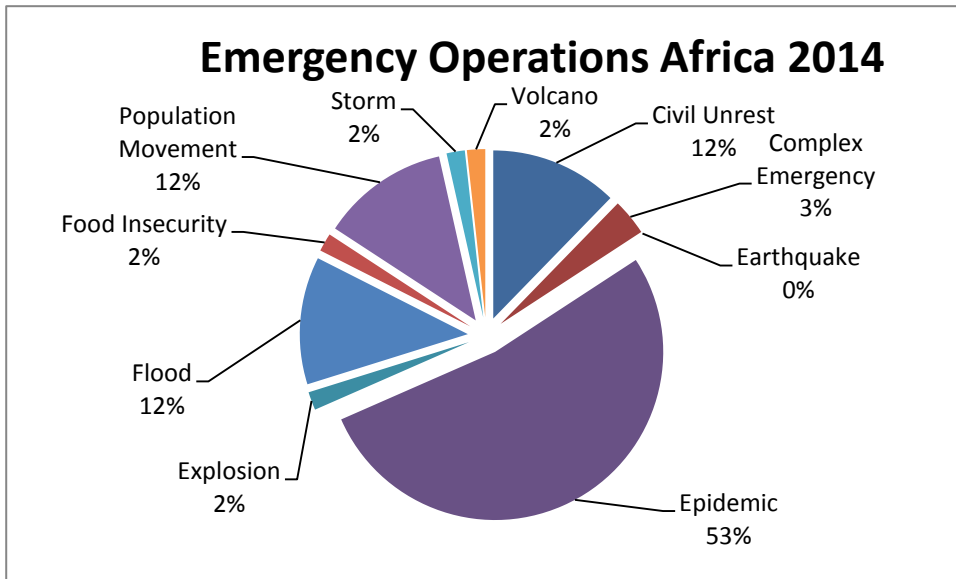
The following operations integrated shelter activities into the response activities: Burundi, Cameroon, Cape Verde, Chad, Comoro Islands, Democratic Republic of Congo, Ethiopia, Seychelles, South Africa, Sudan, Tanzania, Zimbabwe, Ethiopia, Nigeria, Niger, South Sudan, and Uganda.

A total of 13 emergency appeals were launched to respond to disasters and emergencies in 12 countries: Ethiopia, Nigeria, Senegal, Niger, Kenya, Nigeria, Sierra Leone, Liberia, Guinea, South Sudan, Central African Republic and Uganda, as well as an Africa regional appeal for Ebola. Together with the active emergency appeals which were launched prior to 2014, total income for emergency appeals in 2014 was CHF

113,916,647 which is 72% of the 157,274,296 sought. Of this, 66% of the funding went to the West Coast, 21% to the Sahel, 13% to the East and less than 1% to Central and Southern.

Emergency appeals were launched to support ongoing Ebola response in Guinea, Sierra Leone and Liberia, then for Senegal and Nigeria when cases of Ebola were confirmed, in order to step up the preparedness action already taken by the National Society through grant-funded operations.

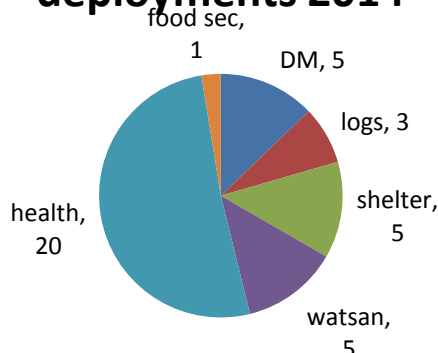
The other appeals in Africa region were for South Sudan, where the complex emergency caused by internal conflict and further impacted by an outbreak of cholera, for Uganda and Ethiopia in response to population movement from South Sudan, and for Niger in response to population movement from Nigeria. The same internal violence in Nigeria led to an emergency appeal launched for Nigeria Red Cross to bring assistance to internally displaced people.



The Standard Operations Procedures (SoPs) for Disaster Response in the Africa Zone SOPs have been rolled out in various ways through hard copy dissemination, sharing with all ops managers, and integration into trainings, such as the RDRT training in October 2014. The SoPs define internal arrangements of the Federation Secretariat for supporting National Societies who respond to disaster situations for a more coordinated, effective and accountable disaster response. A key aspect of the SOPs is the use of a strategy call between the various levels planning an emergency response – national, regional, zone and Geneva, where the general situation, NS capacity, response actions to date, and proposed plan are discussed. This call ensures agreement on the appropriate response and next steps.

In regards to use of regional response tools: 47% of NS utilized these tools in 2014, which equates to 28 NS receiving RDRTs for operation: Benin, Burundi, Cameroon, CAR, Chad, Comoros, Cote d'Ivoire, DRC, Gambia, Ghana, Guinea, Guinea-Bissau, Malawi, Mali, Nigeria, Senegal, Sierra Leone, South Africa, South Sudan,

### Profiles of RDRT deployments 2014



Sudan, Tanzania, and Togo. The following Benin, Cameroon, Comoros, Cote d'Ivoire, DRC, Gambia, Guinea, Mali, Nigeria, Uganda, Kenya, Botswana, and Burkina Faso supplied RDRTs. According to zone deployment tracking, in 2012 there were 17 deployments, in 2013 there were 29, and in 2014 there were 39. Therefore there has been an increase in deployments, but the goal is not to necessarily increase deployments but to increase the quality, timeliness and relevancy of the deployments. The following are the profiles of RDRTs deployed in 2014.

Strengthening of the regional response tools has also occurred through the creation and use of a Canadian Red

Cross RDRT fund, which supports RDRT deployments that fall outside the normal emergency operation timeframe or scope. This has increased the flexibility of the tool, and also filled much needed gaps, such as an assessment led by the Africa Zone DMU. The assessment team comprised of the DMU Coordinator and 2 RDRTs were deployed from 8 to 20 December 2014, due to the recurrent calls from the region for a need to assess the complex situation in Cameroon where there were several on-going emergencies, i.e. conflict with IDPs, cholera, polio, floods, food insecurity, malnutrition; population movement from Central Africa Republic and Nigeria; and Internal Displaced People. The Zone deployed the 3 member team with specialities in DM, Health and Logistics to do a proper analysis of the situation rather than launching 5-6 DREF operations in the same country.). The assessment analysed the humanitarian situation in regards to a potential emergency intervention. The assessment team identified the need to initiate an emergency operation in the Far Nord Region due to the ongoing cholera outbreak (2,862 and 153 deaths), a deteriorating malnutrition situation (chronic malnutrition of 46.1% in children U-5 years, severe acute malnutrition of 2% and moderate acute malnutrition of 7%) and a new influx of Nigerian refugees and Cameroonian IDPs from the border with Nigerian, with an ingoing conflict between Nigerian insurgents and Cameroonian forces. The operation remains ongoing.

As part of the RDRT system improvement, several key processes and systems were improved in 2014. These include the roll out and enhancements of the centralized online database and alert system, standardizing RDRT employment contract, terms of reference, end of mission and performance appraisals. In addition, several other process improvements are underway, including standardized induction curriculum, finalization of Africa RDRT strategy, RDRT HR policy, and standard operating procedures.

Refresher RDRT Training was facilitated by the IFRC Regional Office for Southern Africa Region in Botswana in November, previous to the raining season, with the support of a DM delegate from the Africa Zone. The training was held in Maun from Nov 10-17, 2014. It served as an RDRT refresher with a specialized focus on logistics, health and relief. Twenty-four RDRTs completed the training. As part of the RDRT system improvement, several key processes and systems were improved in the first six months of 2014. These include, the roll out of the centralized online database and alert system, standardizing RDRT employment contract, terms of reference, end of mission and performance appraisals. In addition, several other process improvements are underway, including standardized induction curriculum, finalization of Africa RDRT strategy, RDRT HR policy, and standard operating procedures.

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Epidemic preparedness project for cholera was started in 3 countries(Guinea, Niger and Sierra Leone but due to the outbreak of Ebola in West Africa affecting Guinea and Sierra Leone the project had to be halted to focus on Ebola response thus only Niger had full implementation.

Reviews and evaluations, while adding to the project management burden, have contributed to institutional learning and accountability. Final reports of reviews and evaluations are normally published on the public website, underscoring the institutional priority given to transparency and accountability. In 2014, an evaluation was completed for Zimbabwe drought response.



<b>Business line 3: Strengthen the specific Red Cross Red Crescent contribution to development</b>				
<b>Outcome:</b> Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.				
<b>Impact evaluation question:</b> Are appropriate capacities being built in National Societies to address the vulnerabilities created by economic and social change?				
<b>Outputs</b> ( <i>Africa-specific outputs in italic</i> )	<b>Measurement</b>			
	<b>Indicators</b>	<b>Baseline 2010</b>	<b>Progress</b>	
			<b>2014 Targets</b>	<b>2014 Actual</b>
3.1 DRR- National societies are supported through programmes that help build cohesive and resilient communities.  (linked to PAC Action 9)	3.1a # NS with participatory risk reduction programmes in high risk communities	29 (2012 DM Matrix)	<b>35</b>	<b>38</b> <b>+9 Urban DRR</b>
	# NS with Urban DRR programmes in the current year	16 (2012 DM Matrix)	<b>23 (+7)</b>	<b>25</b> <b>+9 Urban DRR</b>
3.2 Contribute to the reduction of food and nutrition insecurity among vulnerable communities  (linked to PAC Action 10)	# NS implementing food security programmes	15 (Mauritania, DRC, Mali, Niger and Burkina Faso from West and Central Africa; Lesotho, Swaziland, Zambia, Namibia and Malawi from Southern Africa and Kenya, Uganda, Sudan, Rwanda and Ethiopia) FSI 2012	<b>26 NSs</b>	<b>1 food security emergency operation and 17 NS implementing longer-term FS programming</b>
3.3 National Societies help improve provision of health services to vulnerable people through social mobilisation and encouraging volunteering and engagement of youth in RC/RC activities.  (linked to PAC Action 3)	% NS with First Aid activities during the current year	0%	14%	<b>32 NS conducted FA activities during emergency operations</b>
	% NS supporting national immunization activities (routine or campaigns) during the current year	11%	17%	<b>DRC, Nigeria</b>
	% NS with HIV/AIDS activities during the current year	40%	54%	<b>NA</b>
	% NS with WATSAN activities during the current year	26%	43%	<b>DRC, Zambia</b>
3.4 Initiatives established	3.2a # of NS with	NA	<b>TBD</b>	NA

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			<b>2014 Targets</b>	<b>2014 Actual</b>
that aim to <b>heal divisions</b> within communities. (Linked to PAC actions 4, 5)	dedicated initiatives intended to address discrimination, prevent violence or heal divisions  PAC Indicator 6: Number of African National Societies that have youth policies and programmes and are implementing YABC.	NA	<b>TBD</b>	<b>31</b>
<i>3.5 NS capacities and internal development are strengthened by alignment of assistance to their self-determined needs</i>	PAC Indicator 1: Number of African National Societies receiving government financial or in kind support.	NA	<b>TBD</b>	<b>32</b>
<i>(Linked to PAC actions 1 &amp; 2)</i>	PAC Indicator 2: Number of African National Societies with more than 50% of their income generated domestically.	NA	<b>TBD</b>	<b>14</b>
	PAC Indicator 3: Number of African National Societies that are audited annually and produce annual finance statements.	NA	<b>TBD</b>	<b>29</b>

**Comments on progress towards outcomes for BL3**

The Regional DRR Frameworks for Central Africa and for West Coast regions were completed in 2014. The one-day consultative workshop on 14 November, 2014 in Abidjan, Cote d'Ivoire enabled National Societies to share their approaches to disaster risk reduction (DRR) and map out future strategic directions for disaster risk reduction work in the West Coast region, Africa. The workshop brought together Disaster Management focal points from 5 National Societies: Benin, Cote d'Ivoire, Ghana, Nigeria and Togo. Contributions were also received from Liberia and Sierra Leone National Societies.

Six African National Societies participated in the World Urban Forum in Colombia. A lesson learnt workshop, supported by the IFRC/American Red Cross Global Disaster Preparedness Centre, was facilitated in May in Abuja during the African DRR Platform. Ten NSs, two PNSs and IFRC staff had the opportunity to share experiences and to analyze the VCA exercises that were conducted in 2013 in the 9 cities that are part of the program. Organizing the workshop during the African DRR Platform allowed the NSs to interact with external partners and to participate in several panels and side events.

The first Africa Climate Change training was organised in order to further help National Societies in the Africa Zone develop their capacity on how to integrate climate change considerations in to their programmes. The aim was to have a core group of climate change experts amongst African National Societies at the end of this training, who can provide technical support to plan and implement climate smart project activities at national, sub national and community level. The training was hosted in Kenya with the participation of 23 people from across Africa and with the support of the Zone DMU, the RCRC Climate Centre and CPRR Department. Topics covered in the training were: Climate Change terminology and definition, Basic Science and facts of climate change, RCRC Policies and Framework, Health and Climate Change, Climate Change Adaptation, Climate Change Mitigation, Mainstreaming, , Understanding and using weather and climate information - Early Warning Early Action, Understanding Gender, Diversity and their intersection with Climate Change, Institutional Mechanisms and Climate Change Finance, Engaging with NAP process and other stakeholders at national level, Public Awareness Public Education for Climate Change, and Assessing climate risks at community level and mainstreaming adaptation in community based project activities. The training include a visit to the National Met Services of Kenya. A French training will follow in 2015.

The Zone DMU investigated the flood risk to Abidjan in the Ivory Coast and worked with a company to prepare initial risk maps. An assessment was done which involved a site visit and data collection (18-21 November) so that a 2-dimensional hydrodynamic flow model of Abidjan could be developed. This model is used to present how and where water flows in extreme rainfall and tidal flood events. The model was tested against both intense rainfall events and tidal conditions, including future climate change scenarios, to develop a broad-scale knowledge of the key areas at risk within Abidjan. Two models were created; the first using low-resolution radar data covering the city, and the other more detailed model using high resolution contour information for a smaller area. This demonstrated the benefit of utilising detailed topographic information when determining the flow routes and key risk areas within Abidjan. As part of the urban DRR program, a workshop was organized in December Dakar to develop effective EWS for floods in Dakar, with the participation of the National Met Services This is the first of three potential phases, which have the aim of reducing risk to residents of the city.

Reviews were also completed to enable the RCM in Africa to better respond to food security and slow onset disasters. The review of slow onset disaster response led by the DMU in late 2014 found that food security & drought are the hazards that dominate in Africa, followed by flooding, epidemics (Ebola, Malaria, Polio and Cholera), and Population Movements, that are not a trigger in themselves but often initiated by food insecurity and access due to conflict or the consequences of epidemics. It was found that most NS endeavor to include some element of slow onset awareness and basic knowledge in strategic and operational planning, but this is heavily influenced by PNS support and projects. Few NS have any additional or specialised skills

or capacity to integrate specific slow onset disaster preparedness into their planning more so than already done. The report recommended that stakeholders are strongly advised against adding an additional layer of specific technical slow onset activities or responsibilities to existing NS. Almost all stakeholders and the NS themselves believe the best route to enhanced capacity in the is not to take on an additional obligation to which government may make excessive demands to be an additional forecasting and data analysis agency, Rather consensus was to be more pro-active and engaged with agencies better resourced with the technical skills for data gathering and analysis and for RC/RC to use the outputs from such sources to enrich and inform the NS existing DRM strategies, planning and resilience and DRR programmes. An example of this already underway are discussions between the DMU and and the Regional Centre for Mapping of Resources for Development (RCMRD). This could build capacity of the RC to use maps for operational activities and support NS usage of maps in disaster preparedness, such as contingency planning and to better plan response activities. All stakeholders confirmed the major challenge was non-existent or limited financial mechanisms to fund the relatively modest needs to pro-actively engage in slow onset activities. A management response to the review is currently underway and will be shared with stakeholders.

The review of small-scale food security initiatives was also completed in 2014 in Burundi, Lesotho, Swaziland, Senegal, Mali, Mauritania and Burkina Faso Tanzania and Zimbabwe. The findings focused on NS capacities (staff/volunteers, trained people, etc.), inclusion of FS in strategies, partnerships (PNS, Governments, other NGS), successes and challenges in these areas of activity, and small scale food and nutrition and livelihoods areas of intervention that can be scaled up. The next step is to now develop a media campaign in 2015 to enhance funding and commitment to food and nutrition security and livelihoods programming. National Societies currently implementing food security programs include: Rwanda, Tanzania, Madagascar, Somalia, Kenya, Angola, Ethiopia, Mali, Sudan, Burundi, Lesotho, Swaziland, Senegal, Burkina Faso, Tanzania, Zimbabwe and Mauritania.

The DMU also partnered with the Americas Zone Office to deploy their Innovation delegate, the focal point for Mega V and ODK systems to conduct a training in Nairobi in November 2014. The overall objective of the mission was to build capacity for the use of Mega V in future emergencies in Africa, training key people that could support countries interested in future piloting. The training involved a total of 15 people, three from the Kenyan Red Cross, two from the Nigerian Red Cross, one from the Spanish Red Cross and nine from the IFRC, from Disaster Management, Disaster Risk Reduction, IT-Telecom, PMER and logistics background. Following the training, two more workshops were conducted in November in Sudan and Nigeria. The three trained NSs have since tested the system in the ground. The IFRC representatives will also utilize the training in the coming year to support the roll-out of ODK in operations. As well, The IFRC will act as a learning repository for lesson learned and support the NS through sister learning opportunities,

In 2014, the Ghana Red Cross and Kenya RC started NCD (Non-communicable disease) projects to support their Ministries of Health strategies. The Africa Zone CBHFA workshop was held in Malawi with 31 Participants drawn from NSs, IFRC and PNSs. In order to ensure that the francophone NSs in Africa have sufficient CBHFA resources to support the implementation of their health programmes, printing of translated toolkits was done in 2014. The Ghana RC in 2014 was supported to develop First Aid training curriculum for the School of Pharmacy in that Country.

Swedish RC provided funding for vaccination campaigns in Nigeria and DRC. DRC and Zambia were supported to develop a proposal that succeeded in receiving 3-year funding for an integrated health/WATSAN project. The Kenya RC and the South Africa RC continued the implementation of the Lily TB projects in those countries during 2014. Sierra Leone RC was supported through funding from the United Nations Foundation to conduct social mobilization throughout the country for a nationwide LLIN bed net distribution.

<b>Business line 4: Heighten Red Cross Red Crescent influence and support for our work</b>				
<b>Outcome:</b> Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership				
<b>Impact evaluation question:</b> Is the IFRC highlighting the causes and consequences of vulnerability? Is the IFRC giving voice to vulnerable people and demonstrating the value of the Red Cross Red Crescent?				
<b>Outputs</b> ( <i>Africa-specific outputs in italic</i> )	<b>Indicators</b>	<b>Baseline 2010</b>	<b>Progress</b>	
			<b>2014 Targets</b>	<b>2014 Actual</b>
4.1 Advocacy effectively used to promote a strong and positive RCRC image, brand and message.	4.4b # of international or multilateral institutions with whom a dialogue is established on issues related to disaster response and development.	NA	2-3	1
	4.1a # of stories about IFRC work in tracked media/social media on a monthly basis during the current year (disaggregated by theme: health, inclusive society, non-violence, disaster and crisis management).	NA	24 media stories (2/month)	60 (5/month)
	4.1b # of joint statements and formal positions on priority humanitarian diplomacy issues with external stakeholders.	NA	6	NA
	4.1c # of National Societies using the branding toolkit and engaged in effective brand/reputation management.	NA	10	NA
4.2 <b>Auxiliary partnership role</b> of National Societies is promoted and supported.	PAC Indicator 7: Number of African National Societies with updated Act/statutes in last 5 years	NA	<b>TBD</b>	<b>30</b>
	4.2a # of NS receiving direct support for enhancing or leveraging their auxiliary role.			<b>6</b> (Malawi, Sierra Leone, Senegal, Kenya, Madagascar, Gambia.)
4.3 <b>Resource mobilization</b> capacities and efforts are scaled up to inspire more reliable contributions to the Red Cross Red Crescent.  ( <i>Link to PAC action 8</i> )	PAC Indicator 1: Number of African National Societies receiving government financial or in-kind support.	NA	<b>TBD</b>	<b>32</b>
	PAC Indicator 2: Number of African National Societies with more than 50%	TBD	<b>TBD</b>	<b>14</b>



<b>Business line 4: Heighten Red Cross Red Crescent influence and support for our work</b>				
<b>Outcome:</b> Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership				
<b>Impact evaluation question:</b> Is the IFRC highlighting the causes and consequences of vulnerability? Is the IFRC giving voice to vulnerable people and demonstrating the value of the Red Cross Red Crescent?				
<b>Outputs</b> ( <i>Africa-specific outputs in italic</i> )	<b>Indicators</b>	<b>Baseline 2010</b>	<b>Progress</b>	
			<b>2014 Targets</b>	<b>2014 Actual</b>
	of their income generated domestically.			
	2.2c % coverage of Emergency Appeals opened in the reporting year	26%	<b>100%</b>	<b>72%</b>
	4.3b % annual coverage of funding outlooks for development programmes supported through IFRC Secretariat	NA	<b>TBD</b>	<b>63%</b>
	4.3c # external donors providing funding through the IFRC Secretariat	NA	<b>TBD</b>	<b>32</b>
	4.3d % of share of total income from external donors providing funding through the IFRC Secretariat	NA	<b>TBD</b>	<b>53%</b>
	# of NS who have a dedicated RM staff member	NA	<b>TBD</b>	<b>22</b>
	# of NS who have a fundraising strategy	NA	<b>TBD</b>	<b>16</b>
<i>4.4 Legal preparedness for disaster response is strengthened in African countries</i>	# of countries that have adopted new laws, rules or procedures drawing on the IDRL Guidelines	0	<b>2</b>	<b>3</b> (Burkina Faso, Mozambique, the Seychelles.)
	# of countries benefiting from disaster law projects through the production of a substantial disaster law report or disaster law workshop in the last two years	0	<b>6</b>	<b>6</b> (Malawi, Sierra Leone, Senegal, Kenya, Madagascar, Gambia.)
	# of NS whose staff/volunteers have carried out legislative advocacy on disaster law in their countries during the current year	0	<b>4</b>	<b>6</b> (Malawi, Sierra Leone, Senegal, Kenya, Madagascar, Gambia).

**Comments on progress towards outcomes for BL4**

Africa Governance Group (AGG) work during the reporting period covered the following activities:

- Leadership orientation training forum for national society leaders for West and Central Africa regional groups in Dakar.
- Peer Review of National Societies in West and Central Africa
- AGG and IFRC Africa Zone mission to Mauritius for 9th PAC assessment, including preventive diplomacy on NS internal conflicts.
- AGG mission to Zambia, South Africa and Mozambique on critical governance and management challenges, and agreement on a remedial plan of action.
- AGG /Africa Zone mission to Benin and Cote d'Ivoire to help mediate the crisis of those NSs
- AGG and 9th PAC steering committee meetings in Geneva to deliberate on 'States of Affairs of ANS' and preparations for 9th Pan African Conference (PAC).

**Resource Mobilization (RM)**

In 2014, funding for Emergency Appeals was substantially increased compared to recent years, owing largely to the large Ebola Emergency Appeals. As of the end of 2014, the total budget for all Africa Emergency Appeals was CHF 179.67 million, and total income was CHF 114 million, a coverage of 63%. For the 13 Emergency Appeals launched in 2014, total budget was CHF 157.3 million, and income CHF 114 million, a coverage of 72%. A high focus was put on the Ebola appeals, with two additional RM delegates deployed as RM surge capacity. At year end, the total budget for the six Ebola Appeals launched in 2014 was CHF 99.2 million and income was CHF 82 million, a coverage of 83%.

For development programmes in 2014, the total budgets were CHF 55.8 million and total income was CHF 36.0 million, a coverage of 63%.

Building on the outcomes of the Pan African Conference, and the theme "Investing in Africa", continued efforts were made to strengthen relationships with key external partners/donors, for example with the EU (DG ECHO and DG Devco), USAID, African Development Bank etc, in order to increase funding for National Society programmes, both for disaster response and long term programmes. Funding from EU has substantially increased over the past four years and during 2014, for emergency and development funding. In 2011, total funding from EU was CHF 1.9 million, in 2012 CHF 4.4 million, in 2013 CHF 5.3 million, and in 2014, a total of CHF 12.4 million.

In the very important area of capacity building of National Societies in RM, a survey was undertaken of all African National Societies on RM capacities. Of the 49 African National Societies, 42 responded, and of those 16 (38%) have RM strategies in place, 26 (52%) indicated needs for technical support in developing an RM strategy, 22 National Societies have RM focal points, and 20 have none. In 2014, 12 African National Societies participated in the annual Global Fundraising Skillshare in London, the largest number ever attending from Africa.

Capacity building of National Societies in RM progress in 2014 was limited, also owing to limited capacities of the very small Zone RM team to be able to provide support, and many other priorities such as resource mobilization for the Ebola appeals. However, towards the end of 2014, preparations were made for a zone-wide RM workshop to be held in Nairobi in February 2015. It is also planned that in 2015, an Africa Fundraisers Network will be established.

The Disaster Law programme (DLP) considers that every disaster law project and workshop provides the NS with direct support (financial and technical) for enhancing or leveraging their auxiliary role (see Indicator 4.2).

DLP successfully organized a Disaster Response Dialogue training workshop in March 2014, co-hosted with the African Union and UN OCHA. Representatives from 35 African diplomatic missions and 16 National Disaster Management Agencies participated (see Indicator 4.4b). New laws drawing on the IDRL Guidelines were adopted in Burkina Faso, Mozambique, and the Seychelles (Indicator 4.4)

The IFRC supported the Sierra Leone Red Cross Society in organising a workshop to launch the finalized IDRL in Sierra Leone report, subsequent to technical support provided in 2013, and also supported the Kenyan Red Cross in finalising a report on IDRL in Kenya.

The IFRC also supported the Malawi Red Cross in progressing a project on IDRL, and a report on IDRL was finalised following legal research in country and consultation with a task force on international disaster response law in Malawi. The IFRC further supported the Gambian Red Cross in organising three disaster law workshops in 2014, as well as providing technical advice on a near-completed IDRL report. Finally, the IFRC supported the Senegal Red Cross in launching a project on DRR laws, and the Malagasy Red Cross in finalising and publishing a report on DRR law in Madagascar. As a result of conducting these projects, National Society staff and volunteers in all six of the countries mentioned above, have been carrying out legislative advocacy in their countries.

#### Business Line 5: Deepen our tradition of togetherness through joint working and accountability

**Outcome:** More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

**Impact evaluation question:** Do National Societies have a greater sense of belonging, ownership, and trust in their International Federation?

Outputs ( <i>Africa-specific outputs in italic</i> )	Indicators	Baseline 2010	Progress	
			2014 Targets	2014 Actual
5.1 Capacities and resources are shared to improve <b>coherence, alignment and accountability within the IFRC.</b>	# MOUs (or LOA, MOA, LOI) signed with movement partners during the year	NA	TBD	NA
5.2 <i>International cooperation and coordination dialogue is enhanced through regular Africa Zone National Society leadership meetings, dialogue platform</i>	# of movement network/cooperation meetings that take place during the year	NA	3	>3

<b>Business Line 5: Deepen our tradition of togetherness through joint working and accountability</b>				
<b>Outcome:</b> More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.				
<b>Impact evaluation question:</b> Do National Societies have a greater sense of belonging, ownership, and trust in their International Federation?				
<b>Outputs</b> ( <i>Africa-specific outputs in italic</i> )	<b>Indicators</b>	<b>Baseline 2010</b>	<b>Progress</b>	
			<b>2014 Targets</b>	<b>2014 Actual</b>
<i>meetings and other National Society groupings and regional networks (ACROFA, SAHEL, SAPRCS, RC-Net, COSNAC, etc.)</i>				
<i>5.3 Information sharing is promoted through mapping existing capacity gaps and other global initiatives including digital divide initiative</i>	# NS supported in their priority IT needs under the 'Digital Divide' project	0	7	-
<i>5.4 National Societies increase the quality and impact of their programmes through sound programme management, including timely and quality planning, monitoring and reporting.</i>	% of due donor reports completed by end year	91% (2011)	99%	97%
	# donor reports produced and shared with their target audience	473	600	678
	% of IFRC project managers certified in online basic planning, monitoring and evaluation training	0%	100%	25% registered
	5.2 a # of evaluations posted on the evaluation databank on IFRC public website.	0	7	7 (6 published + Ebola RTE)
	5.1e # of NS with a strategic plan in line with Strategy 2020.	23	30	27
<i>5.5 Partner National Societies enjoy scaled up administrative and technical support from the Federation country office.</i>	5.1f # of active <sup>1</sup> integration and service agreements.	NA	TBD	NA
<i>5.6 Operating environment is continuously analysed in</i>	% of Federation Representations with security profiles updated in the last 6	NA	TBD	17

<sup>1</sup> Active means agreement was signed and is being implemented.

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Outputs ( <i>Africa-specific outputs in italic</i> )	Indicators	Baseline 2010	Progress	
			2014 Targets	2014 Actual
<i>order to ensure the security of Federation activities in Africa.</i>	months  2.3a: % compliance with MSR in IFRC operations.	NA	TBD	21/28 compliant (including emergency ops)

**Comments on progress towards outcomes for BL5****Planning, Monitoring, Evaluation and Reporting**

Africa PMERs supported planning and reporting obligations, as well as producing revised Long-Term Planning Frameworks, 2014 Development Operational Plans and associated reports. Planning and monitoring work are encapsulated in reports, and reporting obligations remain very high. A total of 678 reports were done in 2015, representing 97% of the 700 reports due by end year. The high report load underscores the need to negotiate fewer reports with donors and decrease the number of internal products. Despite this load, Africa Zone continues to do a better job submitting quality reports on time, with a monthly median of 59 reports done and 8 left over during the second half of the year. Zone PMER continues to emphasize project manager responsibility for all stages of project cycle management, while acknowledging the challenges facing project managers and the need for support from PMER and finance colleagues.

**Others**

For the Digital Divide Initiative, no funding was available for new activities in 2014. The year 2015 brought a new strategy that shifted from global to country/regional fundraising.

Project funding has enabled a Security Delegate to provide security advisory service to IFRC and partners. According to the security coordinator, all 17 IFRC delegations updated their Security Regulations during reporting period.



Detailed individual reports for each Africa Zone business unit are also available by following the links below:

Business unit	Link
Sahel Region (MAA61004)	<a href="#">Annual Report 2014</a>
Chad (MAATD001)	<a href="#">Annual Report 2014</a>
Central Africa Region (MAA62001)	<a href="#">Annual Report 2014</a>
Africa West Coast Region (MAA61002)	<a href="#">Annual Report 2014</a>
Southern Africa Region (MAA63001)	<a href="#">Annual Report 2014</a>
Zimbabwe (MAAZW001)	<a href="#">Annual Report 2014</a>
East Africa Region (MAA64003)	<a href="#">Annual Report 2014</a>
Ethiopia (MAAET002)	<a href="#">Annual Report 2014</a>
Eritrea (MAAER002)	<a href="#">Annual Report 2014</a>
Sudan (MAASD001)	<a href="#">Annual Report 2014</a>
The Republic of South Sudan (MAASS001)	<a href="#">Annual Report 2014</a>
Somalia (MAASO001)	<a href="#">Annual Report 2014</a>
Indian Ocean Islands Region (MAA64002)	<a href="#">Annual report 2014</a>

### Stakeholder participation and feedback

Stakeholders for the Africa Zone office include donors, regional and country representations, and IFRC Geneva Secretariat departments. Feedback with donors takes place through donor reporting, as well as through partnership meetings, regional meetings and extended consultations during visits from PNS headquarters. Feedback from regional and country representations include quarterly reporting and regular Africa Senior Management Team meetings, feeding into regular Global Senior Management team meetings.

The LTPF for the Africa Zone identifies as essential partnership strategies, including: Close engagement with host National Societies and mutual acknowledgement of the added value of that relationship; Fostering an inclusive and participating role for PNS that enables support to host National Societies to benefit from the Movement's collective technical and financial resources; Building linkages among National Societies, their major stakeholders and donors, including advocating on humanitarian issues and promoting diversification of National Societies funding bases; Promoting innovation and best practice that helps National Societies to remain relevant and responsive to a changing humanitarian and development landscape; and; Promoting a culture of learning among partners in Africa.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority	Recommended Action
	High Medium Low	
Governance challenges among several African National Societies	H	Support to target AGG/AGB actions.
Fragmentation of Federation action in support of African National Societies	H	Promote opportunities to work more closely together, while putting Host National Societies first
Declining funding being directed through Red Cross Red Crescent channels	H	Work together to strengthen National Societies and promote Red Cross Red Crescent as a competent, effective partner; Explore new funding sources outside Movement.
Insufficient number of project managers	M	Appeal to PNS partners on advantages of support for delegates; Expand use of National Staff as Project Managers; Strengthen links with NS counterparts through project management training.
Delayed funding combined with period (annual) earmarking risks both implementation and accounting problems.	M	Make funding available sooner; Take special care to implement period earmarked funding soonest and to account for it well in advance of year end closure.
Funding of emergency appeal operations, though improved, remains sub-optimal.	H	This not only limits the ability to respond, it also creates additional administrative workload to continually backstop operations. Need to improve resource mobilization for "silent emergencies" and promote setting of realistic budgets.
Operational reporting not prioritized by implementers	M	Improve capacity building of reporting skills within National Societies, and improve quality and coherence of activity based reporting processes.

## Lessons learned and looking ahead

Some of the key lessons learned in 2014 include:

- The Africa SOPs for disaster response have helped to streamline the emergency appeal and DREF application process. Awareness-raising with some NS still remains on the importance of posting on DMIS as the first step in this process.
- Low response rates were received to RDRT alerts for highly contagious epidemics (EVD), conflict and/or complex emergencies, and also to specific profiles, e.g. shelter, and specific language skills, i.e. Portuguese.
- DREF reviews provide valuable operational lessons learned – increased attention will be given to standardizing DREF review tools and increasing the amount of DREF reviews in 2015.
- There is great interest by National Societies in the use of new tools and technologies, such as cash transfer programming, and use of mobile technology for information collection. This could continue to be promoted and rolled out to support National Societies.
- Inadequate human resources throughout the Zone and regions hamper quality, accountability and results.
- Peer approaches continue to be valuable for introducing new tools, and sharing learning from hazard specific operations and contingency plans. The Zone will continue to seek out opportunities for this to occur.
- Improvements made to the RDRT system are having an impact, specifically the use of a centralized database, increased standardization, completing and sharing of performance appraisals of RDRT deployments. Continued work on reviewing the roster, integrating training plans and finalization of an RDRT strategy are required for 2015.

## Financial situation

[Click here to go directly to the financial report.](#)

## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

## Contact information

For further information specifically related to this report, please contact:

### IFRC Africa Zone:

- Alasan Senghore, Director; phone: +254 20 283 5000; email: [alasan.senghore@ifrc.org](mailto:alasan.senghore@ifrc.org)