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# Africa Zone Annual Report

 International Federation  
of Red Cross and Red Crescent Societies

**SP1/MAA60005**

**21 May, 2013**

**This report covers the period  
1 January 2012 to 31  
December 2012**

*Volunteers responding to drought in  
the horn of Africa*

*Photo: Jakob Dall*



## Overview

### Programme outcome

The Africa Zone comprises the Africa Zone Office, plus 13 regional and country representations, in 2012, which in turn support 49 African National Societies. The broad objectives address IFRC business lines to help raise humanitarian standards (Business Line 1), strengthen National Societies (Business Line 3), and deepen the Red Cross Red Crescent's tradition of togetherness (Business Line 5). It also provides technical assistance to services in disaster and crisis management (Business Line 2) and sustainable development (Business Line 3). Part of this support is through programmes managed by the Africa Zone Office, including in Humanitarian Diplomacy and Leadership, Disaster Management, Health, Disaster Law, an Africa 'Digital Divide' project, and in Planning, Monitoring, Evaluation and Reporting. The strategic direction for the period 2012-2015 is spelled out in the Long -Term Planning Framework ([http://www.ifrc.org/docs/Appeals/annual12/SP1\\_LTPF12.pdf](http://www.ifrc.org/docs/Appeals/annual12/SP1_LTPF12.pdf)).

The year 2012 was dominated by the transition of the Africa Zone office from Johannesburg to Nairobi and Addis Ababa. By Q4 2012, necessary staffing had been carried out, resulting in greatly expanded capacities and stabilized structures providing a solid base for the future. In addition to strengthening itself, the Africa Zone Office zone office coordinated or directly implemented activities designed to build capacities and achieve the LTPF objectives, including:

- 8<sup>th</sup> Pan African Conference
- Formulation of a DM Framework for Africa
- Training workshops for Finance, Communications, Resource Mobilization and PMER
- Africa Health Meeting
- Support to Disaster Law arrangements and Humanitarian Diplomacy

## Working in partnership

Partners to Africa Zone span all Movement and non-movement partners supporting regional and country representations. In 2012, programmes specifically managed through the Africa Zone Office were funded by Australian Red Cross, British Red Cross, UK Department for International Development (DFID), Norwegian Red Cross, CARE International (from USAID), Finnish Red Cross, New Zealand Red Cross, Saudi Red Crescent, the German Government, Spanish Red Cross, Danish Red Cross, Netherlands Red Cross and Swedish Red Cross. IFRC wishes to thank partners for their support during the year.

Operational Partners	Agreement
Australian Red Cross	Support to DM/ Disaster Law
British Red Cross	Support to DM
UK Department for International Development (DFID)	Partnership grant support to Humanitarian Diplomacy and DM
Norwegian Red Cross	Support to Health and DM (DRR and FS)
CARE International (from USAID)	Support to Water and Sanitation RAT
Finnish Red Cross	Support to Health and DM
New Zealand Red Cross	Cash and in-kind support to DM
Saudi Red Crescent	Support to 'Bridging the digital divide'
German Government	Support to DM/Disaster Law
Spanish RC	Support to DM/Food Security
Danish RC	Support to DM
Swedish RC	Support to DM, Health, PMER (through global funding)
Netherlands RC	Support to DM/Shelter

## Progress towards outcomes

### Business Line 1 – “To raise humanitarian standards”

Outcome 3: An independently-validated Africa zone-wide peer review mechanism is facilitated to benchmark National Societies and the Secretariat itself

Outcome 4: The professional qualifications and competences of staff and volunteers at all levels are strengthened through an international academic network

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# Sub Saharan African National Societies taking part in the Organizational Capacity Assessment and Certification (OCAC) process	0	15	10
# Learning platform users in Africa	NA	1,000	2,000 (including North Africa)

### Comments on progress towards outcomes

Resources for these outcomes fall largely outside the projects under MAA60005. Nevertheless, results can be indicated. Ten Sub Saharan African National Societies have completed the self-assessment phase of the Organizational Capacity Assessment and Certification (OCAC) process.

The IFRC Learning Platform hosts online training and certificate courses. By Q4, 2012, a total of 2,032 users affiliated to African National Societies (including the 5 National Societies in North Africa) had signed up for 7,884 courses since 2009, with Kenya, Tunisia and Mali representing the highest numbers.

The Learning Network provides affordable accredited certificate courses in disaster management, health, organizational development and humanitarian diplomacy, which can be built on to lead to diploma and Masters qualifications. Programmes include health (in collaboration with the University of Manchester), humanitarian diplomacy (Diplo Foundation), social and voluntary sector leadership (Thunderbird School of Global Management) and Cash Transfer Programming in partnership with CaLP (Cash Learning Partnership). Participation has included staff, volunteers, and members from National Societies of Botswana, Cameroon, Ethiopia, Kenya, Madagascar, Malawi, Nigeria and Sudan. Additionally, a certificate programme in disaster management is being developed in collaboration with Tata Institute of Social Sciences. See [2012 NSKD annual report](#).

In addition to these new initiatives, training and workshops remain a primary strategy for building capacities and reinforcing collaboration. DM, Health and PMER units of the Africa Zone Office supported trainings during 2012.

### Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”

Outcome 1. Timely quality disaster relief assistance is delivered to people affected and to National Societies, mobilising fully operational regional disaster response teams where required

Outcome 2. Comprehensive technical assistance is provided to National Societies on community level disaster management programming, incorporating disaster risk reduction

Outcome 3. Comprehensive disaster management database is developed and continuously updated

Outcome 4. An Africa Zone-wide Plan of Action is developed for strategic engagement with regional and intergovernmental organisations in tackling major disasters and crises

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# Beneficiaries of new emergency appeals launched during the year	0	2,606,957 (2011 total)	4,359,359 (Geneva Secretariat EA Donor Response 2012 Report)
# DREF operations successfully launched during the year	0	55 (2011 total)	47 (not including + 12 DREF loans for EA's)

# Emergency Appeals successfully launched during the year	0	11 (4 yr. Avg.)	23
# NS compiling a 'DM matrix' which maps out DM capacities	49	49	48

### Comments on progress towards outcomes

In 2012, 47 DREF resources were requested and nearly all Emergency Appeals made use of DREF loans. In addition, 23 emergency appeals were launched during the year. During the first six months there were a number of unexpected floods in Eastern Africa and some tropical storms in the Indian Ocean, which led to emergency appeals in Mozambique, Madagascar, and the Comoros Islands and one DREF in Malawi. In Comoros, it has been the first time that an emergency appeal has been launched to support the NS with flood response.

From the total number of appeals launched in 2012 (23), 15 of them were for slow-onset disasters (food security crisis in the Sahel and in Southern Africa and population movement). The Africa Zone DMU is preparing a review (to be conducted in 2013) of IFRC interventions in slow-onset disasters in Africa in order to improve the capacities of the IFRC and African NSs to manage and mobilize resources for responding to slow-onset disasters.

The DMU produces a weekly operations update, based on feedback from the regional offices. The report captures information about potential disasters, monitoring the evolving situations, provides updates on DREF operations and emergency operations. In addition, a fortnightly update is sent to PNS and external stakeholders on the ongoing DREF and emergency operations.

A DM Framework has been developed through a comprehensive consultation process, including the contribution of 48 of 49 African NSs. This framework will be used for a long term plan in Africa to further strengthen DM capacity within African NSs. Under this common network the RC Movement will work more effectively together in Africa. The Africa Zone DMU is looking for long term commitments in DM to implement this framework from 2013 to 2017.

The DMU has assisted other business units in various thematic areas, including contingency plans for population movement, shelter, development of an Indian Ocean DRR framework use of cash and vouchers and others. Additionally, to optimize the use of RDRT, rosters are being consolidated. This allows for inter-regional deployments when regional RDRT rosters are fully utilized, such as during population movement or food insecurity, which affect whole regions at a time.

With extensive recruitment during 2012, A DM unit (DMU) has been set up for first time in Africa Zone. Some reviews, evaluations and/or lesson learned have been conducted in 2012 (Sudan floods, food security workshop, DM meeting with West and Central Africa, etc). Review of standard operating procedures (SOPs) has also been initiated to improve effectiveness and efficiency of disaster response in Africa.

The Africa DMU has also supported the facilitation of an RDRT training for the Indian Ocean

region, a Contingency Planning workshop and a Disaster Law workshop. Dedicated support has been provided throughout 2012 to the Indian Ocean region, together with the French Red Cross Platform for Disaster Response for the Indian Ocean (PIROI). An agreement was signed in December by the Secretariat in Geneva with the French Red Cross in order to formalize this cooperation in the Indian Ocean.

The new IFRC Contingency Plan Guide has been translated into French from the Africa DMU and disseminated during several DM meetings. In the Indian Ocean, the Zone DMU has facilitated a CP workshop (ToT).

Climate and weather information has been sent to regional offices to send to NSs as early warning. Collaboration is ongoing with ACMAD (African Centre of Meteorological Applications for Development) and the IFRC Operations Manager in Comoros attended a workshop with ACMAD to strengthen the partnership with them.

The Africa Zone DMC participated in a meeting with Indian Ocean (IO) Governments, IO NSs and Civil Defence representatives to improve coordination in the IO region. Several meetings and teleconference have been facilitated in order to implement Cash Transfer Programmes in Africa next year. The Zone DMU has also actively promoted and participated on review of the Principles and Rules of Disaster Relief, together with the IFRC Disaster and Crisis Management Department.

The Health Unit has maintained inter-sectoral communication and coordination to support all emergency operations ongoing within the Zone, while at the same time monitoring epidemiological trends and following up with Regional Offices and National Societies for better response.

In 2012 the Health Unit provided technical support to 16 epidemic specific DREF Operations and 1 Epidemic specific emergency appeal. Additional technical support was provided to 42 DREFs ongoing in 2012 with Emergency Health Components and 22 Emergency Appeals with Emergency Health Components. The Africa Zone RDRT Roster was updated with a list of 20 RDRT Health Specialists who are ready for deployment.

### **Business Line 3 – “To strengthen the specific Red Cross Red Crescent contribution to development”**

Outcome 1. Strategy 2020 is rolled out throughout Africa, with support provided to National Societies for strategic planning based on S2020

Outcome 2. Programmes and support mechanisms addressing health and care priorities are developed and improved, enhancing social mobilisation and encouraging volunteering and engagement of youth in RC/RC activities

Outcome 3. Social cohesion is promoted and situations of discrimination and exclusion are addressed

Outcome 4. NS capacities and internal development are strengthened by alignment of assistance to their self-determined needs

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# NS with National Strategic Plans aligned with S2020	16	32	23
# NS supported on immunization	0	19	2
# of NS health staff trained as psychosocial support focal persons	0	12	16

#### Comments on progress towards outcomes

Support to immunization activities started in earnest only from May, with the availability of funding from the Global Measles and Polio Initiative. Support in the first half of the year focused on an integrated polio/measles campaigns in Sierra Leone (funded by Finish Red Cross) and measles campaigns in 10 regions of Cameroon. In the second half of the year, support to immunization continued with funding from the Swedish Red Cross to conduct a polio campaign in Nigeria, Polio and Meningitis in Cameroun and measles in Uganda. The Norwegian Red Cross provided funding to support Burkina Faso and Ivory coast Red Cross social mobilisation activities during the national immunization campaigns against Polio.

In April 2012 the Africa Zone Health Unit organised an Africa-wide CBHFA workshop which was attended by 29 participants from 14 African National Societies. The purpose was to bring National Societies to a collective understanding of the CBHFA approach, methodology and tools through experience sharing aimed at building on existing capacities and knowledge over the past few years to move African National Societies to the next level of health programming and implementation. The coordinator position was vacant from May until August. The Africa Health Unit capacity further increased with the recruitment of an Emergency Health Coordinator and a WASH RAT coordinator. In October 2012, the 2<sup>nd</sup> Africa Zone Health Meeting took place in Nairobi, with the Regional Health coordinators, Finnish Red Cross, Swedish Red Cross and Head Of Health IFRC Geneva in attendance, the objectives were to: a) analyze current capacities and interventions in relation to Global and Regional trends that will lead to agreement on clear priorities and corresponding actions and deliverables; b) prioritize key corresponding actions that would form the content of the operational directions for health in Africa; and c) develop a realistic timeline for interventions and National Society engagement on strategic directions for health.

Outcomes relating to National Society Development/organizational Development (OD) were constrained by lack of funding. A Zone level OD coordinator was unable to continue from May when funds were not forthcoming. The position has been vacant since.

Dissemination of the global community safety and resilience framework has been done through different regional events, such as regional DM meetings. Other IFRC tools have also been disseminated (Public awareness guidelines, material from the reference centre for community

education, etc) and some of them have been translated into French.

The Zone DMU participated in a workshop in December organized by UNISDR (and DG ECHO), together with government representatives from the Horn of Africa and other organizations. The IFRC DMC for Africa introduced the concept of SoP's for contingency plans.

The DMC has initiated a process and sent a Letter of Intent to the African Union to be considered as a lead institution involved in disaster risk reduction education and capacity building for DRR Centre(s) of Excellence. As a first step, academic, research, education and training institutions involved in implementing DRR programmes were invited to provide brief backgrounds and profiles of their institutions and organizations, based a set of questionnaire. The information gathered through this process will be evaluated by a group of experts in order to shortlist the institutions that meet the basic criteria for a Centre of Excellence.

The DMC is preparing the RC participation in the African DRR Platform, which will be held in February 2013 in Arusha (Tanzania). A post Hyogo Framework for Action 2015 consultation has also been initiated in Africa Zone. The analysis of this consultation will be shared globally, but will also contribute to the discussions that will be undertaken in February 2013 during the 4<sup>th</sup> regional DRR platform. Preparation of the drought adaptation forum is also ongoing.

Coordination with the American Red Cross/IFRC Global Disaster Preparedness Centre has been initiated to facilitate an urban DRR workshop and exchange experiences between African NSs in this area.

In October, the Africa DMC participated in Geneva in a workshop about how can legal regulation can support DRR

The Africa DMU has received a pledge from the Norwegian Red Cross to deliver national society programmes for DRR. Following the request from the Indian Ocean national societies, the Africa DMU is supporting the development of a DRR framework for the region. A consultancy is being conducted, with the support of the Norwegian Red Cross, to guide the activities of the national Red Cross and Red Crescent Societies of the four Indian Ocean island States. Building on the foundations laid over the last ten years; it is based on the inter-relationship between existing national and regional strategies for DRR, both of the Red Cross Red Crescent Societies but also other governmental and regional partners, as well as the commitments made by the Red Cross Movement in its Strategy 2020. It also fully supports international obligations such as the Hyogo Framework for Action 2005-2015. All four of the Indian Ocean Island States are signatories to the Hyogo Framework, and the four strategic axes defined in the IFRC DRR framework – education, community involvement, enhanced capacities and partnership – are key components of the Hyogo plan. It also aims to link with existing frameworks and strategies, for instance those of the Indian Ocean Commission, the African Union and other regional bodies. A regional meeting has been organized by the Indian Ocean Commission for 12-15 September, and the IFRC DRR framework will be discussed with the Indian Ocean Commission, the Indian Ocean national societies and their Governments. The overall goal of a DRR programme is to reduce the impact of a disaster upon vulnerable people.

More DRR activities are being conducted supported by the Tsunami Residual Funds, especially in the Indian Ocean region. A workshop in Nairobi was facilitated by the Tsunami Unit and some proposals have been submitted from the IFRC and national societies to implement DRR programs.

During 2012, with the support of the Spanish Red Cross and the Norwegian RC, a food security coordinator for Africa was recruited. The Food Security Coordinator facilitated a consultative workshop in December 2012 with key African National Societies, Participant National Societies and IFRC staff in order to conduct a review of the African Food Security Initiative (strategic document for FS in Africa). As a result, a new Food Security Initiative has been drafted and it will be in place in 2013.

The IFRC is part of an African Union working group on refugees and IDPs in Africa. The DMU has drafted a discussion paper for the African Union on migration in Africa and the RCRC response to population movement.

Meeting with regional governments bodies (such as ECOWAS and the Indian Ocean Commission) have also been done during this period to reinforce the cooperation between Governments, Civil Protections and Red Cross/Red Crescent National Societies in Africa.

For the first time in the IFRC Zone, there is a dedicated shelter delegate, supported by the Netherlands Red Cross. The shelter delegate has facilitated two regional shelter tool kit trainings, with the support to the Swiss Red Cross and the Swedish Red Cross (one for West Africa and another one for Eastern Africa). This delegate is developing a migration and shelter strategy for Africa.

#### **Business Line 4 – “To heighten Red Cross Red Crescent influence and support for our work”**

Outcome 1. National Societies are supported to adopt or amend NS legislation and further develop their auxiliary role, as well as promote and advocate for IDRL and risk reduction law

Outcome 2. Resource mobilisation capacities of NS are scaled up, diversifying income sources and expanding partnerships

Outcome 3. National Societies are supported to develop competences and skills in promoting humanitarian diplomacy

Outcome 4. Information and communication strategies support advocacy on behalf of the vulnerable, RCRC visibility and resource mobilisation

<b>Measurement</b>			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
# NS adopting or amending NS legislation	0	NA	NA
# Countries that have, or are developing domestic laws, policies, and/or procedures in line with the IDRL Guidelines	0	4	4
# Countries with functioning Disaster Response laws in line with the IDRL Guidelines	NA	NA	NA

# NS supported on Humanitarian Diplomacy skills	NA	NA	NA
% coverage of emergency appeals	29% (2011)	100%	41%
% coverage of development appeals	73% (2011)	100%	95% published (weighted average based on budget)

### Comments on progress towards outcomes

The Africa Zone Office has set up its African Union Representation in Addis Ababa, located in proximity to AU headquarters. Building on the MoU signed with the AU in 2011, IFRC signed a specific Cooperation Agreement with AU in January, 2012 giving IFRC permanent observer status. A similar agreement was signed with the Intergovernmental Authority on Development (IGAD), opening the possibility of long-term food security development funds for IGAD member National Societies, as well as with the UNECA (Economic Commission of Africa) and CILSS.

With Communications, Disaster Law, Humanitarian Affairs and Resource Mobilization headquartered there, the AU Representation was responsible for the 8th Pan-African Conference (PAC). It was held in Addis Ababa, Ethiopia, October 19-22. Close to 600 delegates attended from 53 African National Societies (ANS), including youth members, Partnering National Societies, as well as external stakeholders. The theme “**Investing in Africa**” was chosen in recognition that Africa is one of the fastest growing regions in the world; that changing domestic contexts provide opportunities for partnerships with local government, the African Union, and the private sector, among others; and that ANS can make unique and valuable contributions to policies, strategies and programmes that reduce poverty, build resilience and encourage peace.

After four days of discussion and debate, the PAC wrapped with the release of the *Investing in Africa: Addis Ababa Plan of Action*. Through **10 key actions**, the objective of the Plan is to open up ANS to more domestic, regional and international investment that will enable a scale up of sustainable volunteer action across Africa. These key actions are designed to make ANS more attractive to investment, more active in their auxiliary role, more engaged in local and regional partnerships and more qualified to address the evolving humanitarian and development challenges across the continent. To read the full *Investing in Africa: Addis Ababa Plan of Action*, go to: <http://www.ifrc.org/en/news-and-media/meetings-and-events/8th-pan-african-conference/>

Two regional communications forums were held, one in East Africa, the other in southern Africa to strengthen the communications capacity of National Societies within those two regions. Discussions included strategic planning, branding and reputation management, and resource mobilization.

A communications officer was deployed to Nigeria to support the floods emergency appeals operations through the gathering of promotional stories, photos and video, and to build the capacity of the National Society communications manager.

To raise visibility of Red Cross Red Crescent activities in Africa, the quarterly newsletter “Africa Reportage” was created with input from across the zone, and disseminated internally to regional

offices, and externally to various partners.

The Disaster Law Programme (DLP, formerly IDRL) provided in-country support to 7 African National Societies (Uganda, Namibia, Mozambique, Sierra Leone, Botswana, Seychelles, South Africa) to assist their government authorities on the implementation of the IDRL Guidelines, providing advice relating to new DM legislation in 4 of them. Namibia's new Disaster Risk Management Law was in progress during the period and ultimately adopted in September 2012. It incorporates significant portions of the IDRL Guidelines. Additionally, in Rwanda, IFRC supported the government to draft its DM law, based on IFRC's 'IDRL model act.' The DM law was accepted by cabinet and is currently being finalized in the Parliament of Rwanda. Some 80 African MPs participated in a presentation on the 'model act' given by the programme through the International Parliamentary Union in Kampala in April. The DLP invested heavily in training of both government and Red Cross and Red Crescent stakeholders in Africa. 4 country-level training workshops for key government stakeholders (in Rwanda, Botswana, South Sudan and Ethiopia) resulted in national legislative involvement in 3 of the countries.

Four regional training workshops (Horn of Africa, ECOWAS, SADC and the Indian Ocean Islands), were co-hosted with UNOCHA and the relevant regional economic communities. The workshops reached Government and Red Cross Red Crescent DM stakeholders from some 40 African countries and resulted in numerous requests for technical assistance in development of national legislation. The DLP's involvement with the AU has resulted in the recognition of the IDRL Guidelines and the tasking of the AU to promote and support the adoption of the Guidelines in the AU's African Humanitarian Policy Framework and the AU Disaster Management Policy. Finally, the DLP invested in the cultivation of 2 African NS 'home-grown' experts involved in peer-to-peer capacity building, namely the legal advisers to the Kenya Red Cross and the Uganda Red Cross.

Through the Humanitarian Diplomacy (HD) programme, five African National Societies have been involved in HD initiatives (also known as the five 2012 pilots): Senegal (advocacy initiative through media and other channels), Gambia (implementation of national seminars and advocacy milestone program on HD), Cape Verde (2-day National Conference on HD), Rwanda (1-day parliamentarian's seminar and media items production) and Burundi (initiative on political influence through media). The programme is piloting provision of seed funding to a selected number of African National Societies as part of a comprehensive set of HD capacity building tools and a plan of action rolled out in 2012.

Resource Mobilization (RM) worked to ensure support for emergency appeals and the DREF facility, notable in Africa for their sheer volume. Twenty-three emergency appeals were launched in 2012 and several others were ongoing from the previous year. The Food Security Stakeholders Forum in Dakar, Senegal, jointly organised by IFRC and the African Union in April 2012 helped bring in resources to those emergency appeals. Coverage for 2012 appeals improved significantly from the previous year, reflecting both RM efforts and judicious revisions of appeals and budgets. Support to annual development plans also increased, exceeding CHF 49 M. Funds received overall in Africa amounted to 122% of the funds budgeted and 95% on average per plan, when weighted by individual budgets.

A total of 359 new pledges were registered in 2012. With existing pledges and pledges in preparation, RM managed upwards of 500 pledges during the year.

New funding opportunities are being initiated with African Development Bank (Comoros: USD 1 million, Sahel), with ECHO (12 grants out of 15), US OFDA (4 out of 6) and African Union (USD 3 million given to Kenya, Somalia and Ethiopia RC), as well as with private sector donors as part of the global RM initiative. The important role of China in Africa was recognized through organization of two Sino-Africa Red Cross Humanitarian Cooperation Forums.

### **Business Line 5 – “To deepen our tradition of togetherness through joint working and accountability”**

Outcome 1. Assistance is aligned among Movement components: National Societies (including PNS), ICRC and the Federation, to optimise the Movement’s work and impact at country level

Outcome 2. International cooperation and coordination dialogue is enhanced through regular Africa Zone National Society leadership meetings, dialogue platform meetings and other National Society groupings and regional networks

Outcome 3. Information sharing is promoted through mapping existing capacity gaps and other global initiatives including digital divide, NS databank and the Federation-wide Reporting System (the latter two now combined).

Outcome 4. National Societies increase the quality and impact of their programmes through sound programme management, including timely and quality planning, monitoring and reporting

Outcome 5. Partner National Societies enjoy scaled up administrative and technical support from the Federation country office.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# NS with National Strategic Plans aligned with S2020 (see also BL1)	16	32	23
# regional network meetings facilitated in the year	0	5	NA
# of NS with base level information and communications technology (ICT) capacity sufficient for their needs and sustainable from their own resources	NA	NA	NA
# African National Societies with Federation-wide Databank and Reporting System records for any of 7 proxy indicators	14*	14*	14 (*including NS in North Africa)
# Reports done	507 (12/2011)	600	575
# Reports outstanding	51 (12/2011)	0	91
% Reports done as percentage of total reports due	91% (12/2011)	100%	86% (12/2012)

**Comments on progress towards outcomes**

Zone influence on strategic planning in National Societies in 2012 was constrained by the lack of an Africa Zone OD Coordinator, when funds dried up in the first half of the year. Securing funding for this position remains a priority.

The goal of the global Digital Divide initiative is for IFRC to make the best possible use of information and communications technology to meet its humanitarian objectives, in part through technical assistance to National Societies in need.

Funding was received by the project in May. In the second half of the year, two projects were undertaken. In Sudan, the project upgraded the financial system of Sudanese Red Crescent Society from Sage line 50 to Sage ERP Accpac 500. The project included adding a logistics module, providing several computers and software and training to head office and branch finance and logistics staff. Part of the funding for this project came from Norwegian Red Cross. This project equipped the Sudanese Red Crescent with a modern financial management system, and therefore strengthened its financial reporting mechanism.

In Ethiopia, the digital divide project, with support of the IFRC country office and the Swedish Red Cross, upgraded the IT system of Ethiopia Red Cross. The project included upgrading the core IT network, upgrading internet connectivity to a 10MBPS fibre optic link and implementing a cloud-based corporate email system. This project equipped the Ethiopian Red Cross with a fast reliable internet connection and a corporate email system.

The Federation-wide Databank and Reporting System (FDRS) was developed, with 39 African National Societies already contributing information (if including the 5 NS in North Africa). Of these societies 14 (Burkina Faso, Burundi, Chad, Democratic Republic of Congo, Egypt, Libya, Malawi, Mali, Morocco, Nigeria, Sudan, Tunisia, Uganda and Zimbabwe) had reported on information against at least one proxy indicator by Q4 2012. Improved analysis of emerging trends, vulnerabilities and a true measure of the collective impact of our network will be possible as the number of National Societies using the FDRS increases. See [2012 NSKD annual report](#).

Africa Zone Finance unit organized a 5 day bilingual finance training workshop in late August. The training was designed to bring new finance officers to a similar level with their more experienced colleagues and to address gaps. It also afforded an opportunity to work out solutions to stubborn issues and further advance financial kpi indicator performance.

Issues of PMER relate strongly to issues of project management. SRC funds were used to support experienced facilitation of a Programme Manager Training in September 2012, to help clarify roles and responsibilities of project managers and train in tools and procedures. A by-product was a useful induction manual on PMER.

With support from the Swedish Red Cross, specific trainings on PMER continued in 2012. Approximately 100 people participated in training on Project and Programme Planning, Monitoring, Evaluation and Reporting, leading to demonstrated improved knowledge and skills in these areas. Nearly all 49 National societies have had staff trained in PPP/PMER since December 2010.

The training also resulted in distribution of three guidance manuals in English and in French on (1) Project and Programme Planning (PPP); (2) Monitoring and Evaluation and (3) Evaluation criteria, standards and procedures. As a result, National Societies and IFRC offices have access to comprehensive reference documentation to reinforce training, facilitate sharing of knowledge and provide useful tools. Importantly, the 2012 roll out of online PPP training provides opportunities for quality training and certification in an appropriate language. In addition to knowledge and skills, these trainings help empower M&E focal points who are sometimes marginalized. Trainings are also critical for maintaining close working relations between the IFRC offices and National Society counterparts, and have cascaded organically from regional to national level (e.g. Uganda, Sudan, Cameroon, DR Congo and Republic of Congo).

The number of reports managed by Africa Zone continued to grow in 2012. The count of reports includes published emergency appeals and published DREF bulletins, along with subsequent updates and final reports, both financial and narrative, that relate to these emergency operations, as well as mid-year and annual reports related to the long-term planning framework (LTPF) including the current document. It does not include additional plans and reports that are published via the FedNet intranet.

The figures are indicative of a growing load of total reports (the highest load of any zone), a high volume of completed reports and a stubborn number of overdue reports. In 2012 many overdue reports could be traced to office changes, with the closure of the SARO office in Johannesburg and opening of a new office in Gabarone and similar closure of the Abuja office for West Coast Region, and the opening of a new office in Abidjan.

Other developments impact on the quality of PMER and coordination more generally. With the SoPs process and the set up of the DMU, the quality and quantity of reports related to emergency response is expected to further improve. To support coordination, DMU has also made concerted efforts to increase information sharing and updates on ongoing operations as well as monitoring evolving situations on the ground, through regular informal updates with all partners. The development of the DM Framework has also been appreciated by the African NSs, IFRC, PNSs and their partners.

## 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 places through and around donor reporting, as well as through meetings, including the multitude of meetings around the October 2012 Pan African Conference in Addis Ababa. Feedback mechanisms with 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 specifies aspects of partnerships as essential 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 between 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 within the Red Cross Red Crescent in Africa.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority	Recommended Action
	High Medium Low	
Risks/opportunities of having Zone office split between Nairobi and Addis Ababa	M	Benefit from opportunities availed by location;
Gap between Zone and National Societies	M	Visit NSs; Meet NS counterparts through annual meetings and trainings
Governance challenges among several African National Societies	H	Discussion at October, 2012 Pan African Conference (PAC); Zone to hire a an OD delegate to increase OD/NSD capacity in Zone
Lack of clarity of roles and responsibilities between DM at country, regional and Zone levels	M	To develop SoPs for disaster response in Africa

## Lessons learned and looking ahead

With nearly full staffing completed by the end of 2012, the Africa Zone Office is positioned to better support Africa operations and help achieve objectives for 2013. Notably, recruitment of Zone level support in National Society Development /OD, along with securing a programme budget, will be a priority.

Building on the mandate of the PAC, the office will convene the AGG (Africa Governance Group) forum, now scheduled for Q3, due to delays in funding. The AGG will be a principle strategy for addressing ongoing institutional crises currently affecting several NS, particularly in Southern and West Coast regions.

With the set up of the Zone DMU, there has been an improvement on the timeliness of response to disasters in 2012. This was demonstrated through a baseline prepared on the timeliness of the request and finalization of DREF operations. Due to the large number of DREF in Africa, a DREF Officer has been recruited by the Africa Zone in 2013.

Planning and fundraising for appeals launched have also improved, with some evidence indicating an increase in support and funds pledged. A baseline to track this improvement will be prepared in 2013. Coordination within African NSs, IFRC and PNSs has also improved with the development of a DM Framework for Africa, which was supported by the British RC. As a consequence, DM services provided by NSs have also improved.

The immediate priority is to secure agreement on SOPs for emergency response and roll them out to all offices in the Zone. Africa Zone DMU will also continue discussions with UNISDR and PNSs regarding potential partnerships for the Urban Disaster Risk Reduction programme.

The Africa Zone Health unit will develop a Health Framework , support immunization, including the Global Polio Eradication effort and support emergency health training, particularly to respond to epidemic outbreaks. Africa Zone will continue support to the round 10 TB Global Fund proposal as principle recipient in Niger, and look to expand cooperation with Global Fund into other countries for TB, Malaria and HIV/AIDS, as opportunities present themselves.

The Zone office in Addis will build on newly established partnerships with AU, IGAD and UNECA, in the latter case looking to operationalise the agreement signed during the PAC, including the prospect of providing office facilities to the IFRC Representation. An important milestone for work with AU will be launching the African Union Working group (AWG) on resilience. Humanitarian diplomacy work will continue, including scale up based on the 5 HD pilots. A new head of the Disaster Law programme will be recruited.

In PMER, continued capacity building will be achieved through a combination of workshops, online training and coaching on the job. New IFRC staff in PMER will start their jobs in Southern and Eastern Africa regional representations, requiring support to recruitment and orientation. Efforts will continue to enforce accountability of programme managers and to make processes more efficient, in order to help keep up with the increasing number of reports required.

LTPFs will be revised and published later in the year, including establishing LTFs for Niger and Nigeria as fully fledged country representations.

## **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)

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