

IFRC in Africa

Road map 2017-2020





THIS ROAD MAP IS DIVIDED INTO THREE SECTIONS

Section 1 outlines the context, challenges and opportunities.

Section 2 outlines the eight Areas of Focus, with brief descriptions of the environment and key milestone toward success.

Section 3 outlines the four Strategies for Implementation and the building blocks for successful implementation.

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PURPOSE OF THE ROAD MAP DOCUMENT

The purpose of the Road Map is to demonstrate the commitment of IFRC in Africa to realizing its ambitious plans to accompany National Societies in their development and delivery of services. The Road Map is not a strategic or operational plan. It summarizes the rationale for its strategic and operational plans and provides key milestones on the way to success. The Road Map complements the IFRC's Global Strategy 2020 and aligns its contributions in Africa to the SDGs.

VISION

The vision of IFRC in Africa is a continent filled with effective, accountable and resilient National Societies who support one another, provide best-in-class service to vulnerable communities, and receive consistent, reliable and relevant support from its secretariat. By leveraging our collective capacity and relying on shared accountability with National Societies, the IFRC in Africa will augment and expand the scope of support it provides, accelerate capacity building of its members, and enhance services for vulnerable communities.

GUIDING PRINCIPLES

The IFRC Regional Office in Africa presents this Road Map as a framework to engage the support and commitment of its partners and to build an effective humanitarian and development programme for National Societies in sub-Saharan Africa. Throughout this planning process, the IFRC has been guided by key principles.

- A profound commitment to be closer to National Societies through the provision of practical services for, shared leadership with and tangible benefits to all 49 members of the IFRC in sub-Saharan Africa.
- All activities and milestones are designed to reinforce the centrality of National Society development and ensure greater investment in strengthening the role of National Red Cross and Red Crescent Societies in Africa as essential local actors.
- A shift from short-term, project-based funding to multi-year, thematic funding where partner National Societies are working together for and aligned with national Red Cross and Red Crescent plans.
- A recognition that saving lives remains an essential responsibility of IFRC and its members, but also insufficient. We must reduce the need.
The IFRC will work to build a more resilient world, where dignity is cherished and fewer lives are disrupted or ended from disaster, conflict and disease.
- A commitment to measurable results. The IFRC in Africa will hold itself accountable to demonstrate a change in capacity within at least 35 National Societies by 2020.

The IFRC in Africa is making continuous adjustments to ensure its support is relevant, responsive and accountable to partners, member National Societies and vulnerable populations throughout sub-Saharan Africa. To achieve this, the IFRC Regional Office for Africa will leverage its unique value proposition to mobilize trained volunteers, facilitate cross-border cooperation, and bridge the

humanitarian to development divide by supporting local partners to respond to emergencies and build community resilience.

THE ROAD MAP DEVELOPMENT PROCESS

The Road Map was informed by a consultative process that provided the context for its development, in an Inception Report that:

- summarized the threats, risks and vulnerabilities that the region faces;
- summarized the IFRC Regional Office for Africa's support to the African National Societies;
- highlighted African National Societies' activities to address the region's threats, risks and vulnerabilities carried out with the IFRC Regional Office for Africa's support;
- identified gaps in the support to the African National Societies;
- summarized activities undertaken by partner National Societies;
- highlighted opportunities to work with the Africa Union, regional economic commissions and the private sector;
- identified opportunities to improve outcomes and impact.

The development of this Road Map was supported by a desk review, interviews and meetings with teams in the IFRC Regional Office for Africa, Clusters and Country Offices, partner National Societies with interest in the Region and African National Societies. Further consultation in partner forums and at the Pan African Conference, have helped to refine and affirm the conclusions of the Road Map.



Welcome in this
building

SECTION ONE

CONTEXT, CHALLENGES AND OPPORTUNITIES

According to the African Development Bank's Annual Development Effectiveness Review (2015), Africa is the fastest growing continent in the world. Such amazing growth has been the result of a combination of favourable commodity prices, new trading links and widespread improvements in economic governance. In many places throughout Africa, there is also a growing and increasingly vocal civil society, calling for new forms of collaboration and engagement with government, academia, business and communities.

At the same time these gains are jeopardized by ongoing and in some cases worsening vulnerabilities. Many of the vulnerabilities that exist in sub-Saharan Africa arise from prolonged exposure to extreme risk, including a lack of access to services and inadequate resources to sustain development when confronted with natural disasters, poverty, climate related hazards, conflict and political unrest. This has led to increased food insecurity, unplanned urbanization, population movement and migration, unprecedented epidemics, chronic illness, and the scarcity of basic needs, such as food, water and health services. In turn, social unrest, exclusion and intolerance, dysfunctional economies and low



RED CROSS AND RED CRESCENT TRENDS IN SUB-SAHARAN AFRICA

- Sub-Saharan National Societies have requested over 1 billion Swiss francs in aid over the past 15 years.
- Nearly 500 million Swiss francs has been requested to off-set famine and food insecurity.
- There have been 54 requests for support in response to floods in the past three years for more than 15 million Swiss francs. The most frequent from Kenya, Tanzania and Zimbabwe.
- Since 2002 there have been 166 requests from 27 countries to fight cholera, totalling more than 240 million Swiss francs.
- The greatest number of requests for support for migration are from National Societies in Chad, Sudan, Uganda and Tanzania.
- Since 2002, 60 per cent of all cyclone-related requests for support have come from Madagascar.
- According to 2016 UNISDR assessments, the most hazard-prone countries are Ethiopia, Kenya, Mozambique, Mali, Niger, Sudan and Uganda.

employment have further eroded the capacity of local systems and vulnerable populations to cope with shocks. Additionally, dramatic shifts in climate continue to exacerbate these challenges and compound risk for millions of people.

Sub-Saharan Africa has the highest prevalence of hunger of any region in the world. It is estimated that nearly 240 million people in the region lack adequate food for a healthy and active life. Record food prices and drought are pushing more people into poverty and hunger every day. Sub-Saharan Africa continues to have the highest prevalence of maternal and child mortality, HIV/AIDS and malaria. The collapse of health systems, the lack of access to clean drinking water and sanitation, and human encroachment on previously uninhabited forests have also placed sub-Saharan Africa at the epicentre of waterborne and communicable diseases globally.

As a result, the operating environment of National Red Cross and Red Crescent Societies is complex, under-resourced and increasingly in demand from local governments, communities and individuals. This has placed National Societies under tremendous pressure to meet the needs of millions of vulnerable people. The need for action by the IFRC and its members is immediate, substantial, constant and growing. No other continent is faced with such a conflagration, where it is imperative to ensure that vulnerable populations in Africa benefit from African National Societies that are responsive, relevant and provide timely support.

The IFRC in Africa will prioritize its action in the following areas in response to major trends that have historically driven, and will likely continue to drive, humanitarian and development needs.

TOP TEN COUNTRIES LIKELY TO REQUIRE ASSISTANCE IN 2017

(INFORM, 2016)

- Somalia
- South Sudan
- Central African Republic
- Chad
- Niger
- Nigeria
- Democratic Republic of the Congo
- Sudan
- Ethiopia
- Cameroon

- **Chronic food and health needs** – The persistent failure or under-performance of food and health systems has left the population vulnerable to recurring and often predictable shocks. The IFRC in Africa will work to build strong, resilient communities through large-scale initiatives that break the cycle of chronic health and food insecurity in Ebola affected countries, the Sahel, the Greater Horn of Africa, the Zambezi and Senegal River Basins; as well as the Lake Victoria and Chad areas.
- **Population movement** – Political instability and divisive, violent inter-communal relationships has led to large scale displacement, refugees and disruption. The IFRC in Africa will meet the needs of people and communities suffering from election violence and forced displacement in such places as South Sudan, Nigeria, Sudan, Kenya, Ethiopia, Burundi, Uganda, the Democratic Republic of the Congo, Gabon and The Gambia.
- **Acute crises** – Severe drought and health crises have resulted in acute malnutrition, disease outbreaks and even famine. Millions of people are at risk of starvation in large parts of East Africa and the Lake Chad Basin. Epidemics such as yellow fever, Rift Valley fever, cholera and polio threaten millions of lives. Earthquakes, floods and other natural disasters remain an ongoing threat to vulnerable communities. The IFRC in Africa will respond to emergencies including local and small-scale disasters to provide timely, lifesaving services.

- **National Society Development** - African National Societies are often at the forefront of a growing and more assertive civil society in Africa. Through 12,700 Red Cross and Red Crescent branch offices in Africa, National Societies represent arguably the most efficient and effective way to localize aid. The past ten years have seen many parts of African society rise to meet the challenges of Africa. Recalling the commitments of the 8th Pan African Conferences, the IFRC in Africa will support African National Societies to realize their ambition to, among other things, attract investment, to grow and sustain community-based action, to continuously increase the capacities and professionalism of our governance and management, to realize a culture of inclusion at all levels, to play an assertive and active role in influencing government decisions, to build regional partnerships, and to reduce the number of people going hungry each day in Africa.

SPECIFIC CHALLENGES

The IFRC Africa Regional Office has designed a plan to address specific challenges confronting a majority of African National Societies and the IFRC in Africa.

Challenges to National Societies in addressing vulnerabilities

- Inadequate preparedness to address changing and increasing vulnerabilities within a volatile humanitarian landscape.
- Lack of transparent, strategic and innovative leadership within many National Societies.
- Poor exposure and communication systems to ensure visibility of the National Societies to a wide audience.
- Numerous governance, management and integrity issues within National Societies.
- Expectations for accountability, as well as technical and administrative responsibilities that exceed the capacity of many National Societies.
- Lack of systematic and meaningful engagement with communities.
- Excessive and short-term demands from partners and donors.
- Inadequate and short-term funding.
- Weak volunteer management and retention programmes.
- Poor capacity for domestic fundraising.
- Financial dependence on International Red Cross and Red Crescent Movement partners. Limited experience and strategic outreach in building new and innovative partnerships with non-Movement actors.

Challenges to the IFRC in Africa

- Innovation and consistent, professional technical expertise in organizational development, Planning, Monitoring, Evaluation and Reporting (PMER) and domestic fundraising.
- Growing demand for technical expertise in livelihoods programming.
- Robust structure, systems, staffing and financial support for logistics, procurement and shelter support.
- Seamless coordination and alignment among Movement partners in both humanitarian and development contexts.
- Predictable, reliable and long-term funding to ensure consistent and appropriate presence in countries.
- Programmes and operations that remain flexible and agile enough to respond to community feedback and changes in context.

OPPORTUNITIES

The International Red Cross and Red Crescent Movement is well placed to help drive a paradigm shift in humanitarian and development action in Africa. However, this requires a transformation in how the IFRC and its members operate and support one another. The IFRC has laid out an ambitious plan to take advantage of specific opportunities that can help transform how the IFRC works and collaborates.

African National Societies' Peer-to-Peer Support

- Expand IFRC surge and technical support teams by leveraging existing skills and competencies within African National Societies to support sister National Societies and to meet evolving vulnerabilities.
- A systematic approach to coordinated, cross-border support for disaster preparedness, epidemic preparedness, population movement, drought and humanitarian response.
- More frequent and targeted deployment of the African Governance Group (AGG) to provide leadership support in governance and management.
- Establish shared leadership and accountability model to ensure local and context specific support to National Societies, to create more synergistic and peer-to-peer support.
- Showcase and replicate successful regional initiatives such as the Lake Victoria, Zambezi River Basin and IRIS initiatives, programmes that have transformed vulnerable communities.
- Branch development, where crisis affected communities provide humanitarian and development leadership and services.
- Leverage the capacities of 'strong' African National Societies, to systematically share best practices and provide shadow training to sister National Societies.

IFRC Transparency, Accountability and Partnership Development

- Transparent and robust leadership programmes, scorecards to monitor commitments and practice and management structures that strengthen accountability to all 49 National Societies in sub-Saharan Africa.
- Increase and institutionalize joint planning and accountability through Shared Leadership Groups composed of African National Societies and Movement partners.
- Institutionalize greater use of the Africa Governance Group (AGG) in monitoring and early intervention to African National Societies in leadership or integrity crises.
- Systematically promote and monitor resolutions from the Council of Delegates Resolution, particularly around Movement Coordination.
- Support sub-regional Movement and non-Movement networks to enhance consultation and establish inter-agency rosters for emergency deployment.
- Leverage global initiatives such as the Grand Bargain and the One Billion Coalition for Resilience for greater partnerships and financing.
- Access IFRC global products and programmes like the Go Programme to enhance regional initiatives for information sharing, monitoring, early warning and collective response.
- A long-term and strategic commitment to access multilateral finance.
- Leverage technology and the shared-value interest of the commercial sector to improve data gathering and information sharing commitment with economic centres in Africa and new technology to diversify and expand partnerships with the private sector.

- Enhance the reach and impact of our programmes by systematically listening to communities.
- Leverage National Society capacity, the branch and volunteer footprint of National Societies, and professional networks to enhance African National Societies' visibility and demonstrate the unique value proposition of Red Cross and Red Crescent Societies.
- Showcase successes by providing opportunities for current and prospective partners to visit, experience or learn about National Society programme centres in Africa and new technology to diversify and expand partnerships with the private sector.
- Enhance the reach and impact of our programmes by systematically listening to communities.



TRANSFORMING HOW MOVEMENT PARTNERS COLLABORATE

- Maintain high expectations for integrity.
- Develop branches to localize aid.
- Market our programmes.
- Support ANS leadership on key initiatives.
- Share the burden of leadership.
- Ensure mutual respect.
- Identify complementarity.
- Agree on common measures of success and information sharing.

- Showcase successes by providing opportunities for current and prospective partners to visit, experience or learn about National Society programmes.

NEW OPERATING MODEL

The structure of the IFRC has been streamlined for greater efficiency and accountability. The Africa Region is now one of five regional offices with a flat structure where country and multi-country teams have a direct reporting line to the regional office. The structure at headquarters (Geneva) is now mirrored in Africa and emphasizes the value of matrix management, where technical teams and different geographic offices are interdependent and share common measures of success.

This unified “one IFRC” approach will ensure clear institutional direction across technical and geographic boundaries, enabling harmonized support to National Societies. The new operating model will help ensure performance based management and consistent oversight of security regulations, human resource management and grant compliance.



CROIX ROUGE
GUINEENNE

GUINEE

As the organization fills long-term positions with diverse backgrounds from inside and outside the Movement, more attention will be placed on staff and structures that support a deep understanding of and commitment to bridging the humanitarian to development divide.



KEY TRENDS DRIVING CHANGE IN THE HUMANITARIAN AND DEVELOPMENT SECTOR

- High expectations among partners and beneficiaries for transparency, accountability, Movement coordination and performance.
- Zero tolerance for any lapse in integrity.
- The need for a paradigm shift in humanitarian and development finance.
- A policy shift towards localizing aid.
- Opportunities that result from technology and private sector interest in impact investing.

The IFRC is in the final stages of this change process in Africa. The Regional Office for Africa is based in Nairobi, Kenya and there are five country clusters, the West Coast (Abuja), Sahel (Dakar), Central Africa (Yaoundé), Southern Africa (Pretoria) and East Africa and the Indian Ocean Islands (Nairobi). Country offices have been established to support

complex operations in Central African Republic, Guinea, Niger, Liberia, Sierra Leone, Somalia, South Sudan and Sudan as well as a Representation office to the African Union and International Organizations based in Addis Ababa. One secretariat will help the regional office to leverage and coordinate its policy and partnership strategy with Geneva, New York and Brussels, strengthening its use of the auxiliary status of African National Societies when reaching out to the African Union, Regional Economic Committees, specialized institutions, multi-laterals and government.

The Regional Office has revised job descriptions to ensure new skills and competencies are part of performance expectations and recruitment has targeted non-traditional sources.



LEVERAGING THE SUB-REGIONAL RED CROSS AND RED CRESCENT NETWORKS

The IFRC will rely on sub-regional networks for guidance, support and representation. Networks will provide a platform to build consensus and to respond to issues of integrity and governance. Key networks include the following.

- COSNAC (Coordination des Sociétés Nationales de l'Afrique Centrale)
- SAPRCS (Southern African Partnership of Red Cross Societies)
- West Coast
- Sahel-plus
- RCNet (Red Cross and Red Crescent Network in East Africa)

An additional platform known as PIROI has been established to support disaster management.

SECTION TWO

EIGHT AREAS OF FOCUS AND KEY MILESTONES

The IFRC coordinates and provides programmatic support to National Societies in eight thematic areas. These areas reflect the continuum of preparedness, response, recovery and development in which National Societies operate.

SHARED LEADERSHIP AND ACCOUNTABILITY

To strengthen collaboration among IFRC members and facilitate input for scaling peer-to-peer support across Areas of Focus and Strategies for Implementation, the Region will create groups to share leadership of certain thematic issues and geographic areas.



Shared leadership groups will be comprised of the IFRC, National Societies and other Movement partners, such as the Climate Centre and the Livelihoods Resource Centre to provide analytical and planning support for programme design and resource development around specific issues and common interests.

Initially groups will be established for several sub-regions, National Society Development (NSD), Disaster Risk Reduction (DRR), Livelihoods and Food Security, Health, Migration and Disaster Management. The IFRC Regional Office will facilitate calls and meetings to discuss trends, challenges and strategies to deploy expertise and resources.

AREA OF FOCUS 1 **DISASTER RISK REDUCTION**



Disaster Risk Reduction lies at the heart of the Africa Region's strategy. To address vulnerabilities in a comprehensive and sustainable way, the Africa Region will address root causes to mitigate risks and bolster resilience to future shocks. As a priority, the Region will accelerate One Billion Coalition (1BC) in Africa, initiating coalitions and enabling key platforms for interested National Societies.

Goal

- ✓ Communities in high-risk areas are prepared for and able to respond to disasters.
- ✓ Communities in disaster and crisis affected areas adopt climate risk informed and environmentally responsible values and practices.

Milestones

2017

- Establish a Shared Leadership Group, bringing together initiatives and wider Red Cross and Red Crescent activities, and provide technical input at critical planning stages.
- Develop a regional Disaster Risk Reduction (DRR) strategy that supports green solutions, multi-hazard early warning, overcomes chronic food insecurity and leverages forecast-based financing.
- Establish national coalitions comprised of private business, the public and non-profit sectors in at least five countries to showcase successes and build resilience as part of 1BC.
- Support at least ten National Society to have strong engagement with Regional Economic Commissions and governments to include Red Cross Red Crescent activity in National Adaptation Plans and other climate adaptation frameworks.
- Enhance long-term risk management through innovative financing opportunities, such as forecast-based financing or insurance.
- Launch apps that strengthen early warning and community engagement through innovative partnerships with multi-lateral organizations, regional commissions and the private sector.
- Integrate One Billion Coalition (1BC), regional, country and cluster plans with the Africa Resilience Initiative.

2018

- Adapt tools to enhance Urban Disaster Risk Reduction (DRR) programming, develop and implement Plans of Action for communities in high-risk areas to prepare to respond to droughts and floods.
- Facilitate peer-to-peer support in early warning activities for five National Societies through shadow training and mutual visits.
- Support at least ten National Societies to engage with governments on comprehensive green solutions or Climate Change Adaptation frameworks and sign agreements with state meteorological institutes.
- Sign at least one agreement for forecast-based financing.
- Establish additional national coalitions comprised of private business, the public and non-profit sectors in at least ten additional countries as part of One Billion Coalition (1BC).
- Introduce and institutionalize the use of critical data and decision-making, including from communities, with information management products and systems through the Operations Room.

2019

- Engage in dialogue with an additional ten governments to enhance green solutions, National Adaptation Plans and links to state meteorological institutes.
- Support an additional ten National Societies to engage with governments on comprehensive Climate Change Adaptation frameworks.
- Establish national coalitions comprised of private business, the public and non-profit sectors in at least ten countries as part of One Billion Coalition (1BC).
- Expand forecast-based financing coverage for at least three at-risk areas.

2020

- Engage in dialogue with an additional ten governments to enhance green solutions, National Adaptation Plans and partnership with state meteorological institutes. Support an additional ten National Societies to engage with governments on comprehensive Climate Change Adaptation frameworks.
- Establish additional national coalitions comprised of private business, the public and non-profit sectors in at least ten countries as part of 1BC.
- Expand forecast-based financing coverage for at least five at-risk areas.

AREA OF FOCUS 2 **SHELTER**



Shelter and settlement components are common elements in both Disaster Relief Emergency Fund (DREF) and Emergency Appeal operations. Services range from distribution of household relief items to emergency shelter, to long-term reconstruction. IFRC shelter technical expertise is being expanded to ensure that shelter responses are implemented with expert technical assessment and planning.

Goal

- ✓ Communities are better prepared to meet the shelter needs caused by natural disasters in the short-term, and have greater resilience and security in the long-term.

Milestones

2017

- Establish a Shared Leadership Group to provide support in the development of strategy, and technical expertise in planning and implementation.
- Develop shelter strategy for Africa to expand partnerships, measure the number of households reached and increase funding.
- Provide enhanced support to ten National Societies in shelter related emergencies.

2018

- Identify and capture best practices, develop learning, sharing and a platform for replication.
- Produce terms of reference and market analysis for high-level partnerships on shelter.
- Facilitate the development of knowledge and skills within at least ten National Societies to scale up responses to both national and regional shelter related emergencies.

2019

- Establish partnership among global stakeholders to create great resilience in selected communities.
- Increase the number of households receiving emergency shelter and provided with technical support.

2020

- Expand stakeholder partnership around shelter for long-term resilience.
- Expand shelter services to more National Societies and integrate urban resilience components.



AREA OF FOCUS 3 **LIVELIHOODS**

Nearly 240 million people in sub-Saharan Africa lack adequate food for a healthy and active life. To address the livelihoods and food security crisis that exists in Southern Africa, the IFRC Secretary General has commissioned the development of a five-year operational plan to strengthen community resilience to drought. With the support of the Movement partners, the IFRC has developed sub-regional plans for Southern Africa, the Lake Chad Basin and the Horn of Africa.

Goal

- ✓ Communities are better prepared to meet the challenges caused by food insecurity, chronic undernourishment and hunger in the short-term, and are more resilient and secure in the long-term.

Milestones

2017

- IFRC plans for responding to drought in Southern Africa, Lake Chad and The Horn are funded at least 90 per cent.
- Convene coalition of partners aligned and committed to arresting chronic food insecurity, comprising of public and private agriculture and insurance sectors, UN agencies and local NGOs.
- Measure the number of women and men trained in vocational skills and provided with cash assistance or in-kind support to improve household food production.

2018

- Increase the number of women and men trained in vocational skills and provided with cash assistance or in-kind support to improve household food production.
- Strengthen coalitions with partners to embed ten National Societies in National and Regional Coordination mechanisms.
- Equip at least ten National Societies to be ready to respond both nationally and regionally to emergency needs in the short- term, and to build resilience in the medium to long term.
- Capture best practices and replicate Resilience to Drought Plan to an additional five National Societies in Southern Africa.



2019

- Ensure the connectivity between the African Operations Room and a Geneva-based Emergency Operations Centre.
- Mainstream the Operations Room to access and analyze critical data to support decision making and planning of food security programs and emergency operations.
- Roll out our Resilience to Drought Plan in two other sub-regions. emergency operations.

2020

- Register millions of people with One Billion Coalition (1BC) for Resilience.

AREA OF FOCUS 4 **HEALTH AND CARE**



Given the occurrence of recent epidemics, the ongoing risk of waterborne and communicable diseases, and fragile, inadequate health systems throughout much of sub-Saharan Africa, the regional office will continue to provide life-saving care, technical leadership for a broad range of health programs and , support to build resilient health systems by expanding the reach of the health sector through Red Cross and Red Crescent volunteers and enabling community-based epidemiological surveillance. In order to adequately deliver on its commitments, the Region will prioritize improvements to a rapid and cohesive system for surge support, leverage the power of technology and build coalitions to expand services in fragile contexts.

Goal

- ✓ To ensure that vulnerable people's health and dignity are improved through increased access to appropriate health services.

Milestones

2017

- Establish a Shared Leadership Group to provide expertise and guidance on Emergency Health.
- Foster common rosters and joint deployment plans with West Africa Health Organization, UNOCHA African Union and Movement partners.
- Establish a partnership on epidemic preparedness and prevention around the greatest health risks, such as cholera.
- Improve the capacity of at least five National Societies for epidemic alert and response capacity through community based surveillance and volunteer outreach, focusing on Ebola affected countries.
- Work with relevant partners to enhance use of technology and leverage the reach of volunteers in at least five countries to digitize data collection and connect volunteers, including virtual volunteers, in health projects.
- Improve access to health services through innovative partnerships and Community-Based Health and First Aid (CBHFA) in at least ten countries.
- Innovative HIV programme targeting adolescents and girls in at least three Southern African National Societies.

2018

- Enhance the Community-Based Health and First Aid (CBHFA) to support weak health systems and roll out in another ten countries.
- Train and mentor another five National Societies staff and volunteers to respond to national and regional health related emergencies, through internship/staff on loan rotational deployment at cluster/regional office.
- Enhance the collection and analysis of critical data of five National Societies in health interventions and emergency operations with the use of information management processes and systems provided by the Operations Room.
- Enhance the Community-Based Health and First Aid (CBHFA) to support weak health systems and roll out in additional ten countries through the training of National Society staff on Community-Based Surveillance (CBS) and community engagement and development of guidelines for Community Based Surveillance.
- Develop at least two shared value partnerships to bring non-traditional donors to National Society health-related services.

- At least six additional Southern African National Societies have innovative HIV programme approaches targeting relevant HIV services to adolescents.

2019

- Document and publish lessons learned/case study on the effectiveness of Community-Based Surveillance (CBS) in the 20 countries supported so far.
- Expand shared value, emergency health and HIV services to ten National Societies.
- Replicate successful Community-Based Health and First Aid (CBHFA) approaches and interventions in additional ten National Societies.

2020

- Document the effectiveness of HIV services to adolescents and its contribution to reaching the 90/90/90 targets.
- At least ten Southern African National Societies have innovative HIV programme approaches targeting relevant HIV services to adolescents.

AREA OF FOCUS 5 **WATER AND SANITATION**



Diarrhea due to contaminated and inadequate drinking water is the second biggest killer of children under five in sub-Saharan Africa. The region has the largest number of water-stressed countries on the planet. Out of approximately 800 million people living in sub-Saharan Africa, 300 million live in a water stressed environment. Specific attention will be given to water and sanitation needs in West, Central and East Africa to enable scaling up of Water, Sanitation and Hygiene (WASH) interventions. As with Health and Care, there will be cohesive use of surge support. IFRC Water and Sanitation (WATSAN) capacity is being enhanced with the recruitment of personnel trained on operational issues in emergencies.

Goal

- ✓ Vulnerable people's health and dignity are improved through increased access to appropriate and sustainable water, sanitation and hygiene services.

Milestones

2017

- Launch an advocacy report on cholera and mobilize a formal partnership to support a large scale response.
- Develop two new partnerships and work with existing partners to develop two WASH flagship projects in the region, which incorporate Health/DRR.
- Develop a data collection and analysis method for decision-making, planning, information management products and the Operations Room.
- Document best practices from successful WASH projects and use as the springboard to scale-up WASH programming in at least five African National Societies.
- Develop Waste water management guidelines in the Africa context.
- Develop guidelines for African National Societies engagement in urban WASH using the Urban DRR as an entry point.
- Develop innovations that expand access to water and sanitation in rural areas.

2018

- Integrate WASH knowledge management systems and platform into the Operations Room.
- At least five African National Societies engaged in urban WASH in context of urban DRR.
- Identify partners to support replication of successful flagship approaches in additional five National Societies.
- Support two National Societies to engage in waste water management projects.

2019

- Capture best practices from successful WASH projects and use as the springboard to scale-up WASH programming in at least ten African National Societies.
- Provide technical training to expand the capabilities of at least ten African National Societies to respond to national and regional WATSAN related emergencies.

2020

- Identify partners to support replication of successful flagship approaches and interventions in additional ten National Societies.
- At least ten National Societies in Africa would have projects and expertise in waste water management.
- Produce case studies and document best practices on National Society engagement in waste water management.



AREA OF FOCUS 6 **SOCIAL INCLUSION**

Among other things, conflict, displacement and communicable diseases create the environment for both gender based violence and social exclusion in countries across Africa. The Africa Region's Gender and Diversity project focuses on capacity development and training, advocating for gender representative response teams, as well as mobilizing National Societies to actively participate in campaigns aimed at prevention of gender-based violence and social exclusion.

Goal

- ✓ The basic rights of disadvantaged and marginalized groups are improved and affected groups live in a safe environment.

Milestones

2017

- Increase and systematize pro-active analysis of changing context, possible scenarios and the implications on humanitarian needs.
- Record disaggregated data for 50 per cent of all projects.
- Support the design of interventions for five National Societies to address sexual and gender-based violence in disaster settings.
- Support five National Societies to undertake community interventions that will directly prevent and mitigate inter-personal and community violence.

2018

- Record disaggregated data for 100 per cent of all projects.
- Provide expertise and tools to enable five National Societies to actively participate in campaigns aimed at prevention of gender-based violence.
- Support the design of interventions for ten National Societies to address sexual and gender-based violence in disaster settings.
- Support ten National Societies to undertake community interventions that will directly prevent and mitigate inter-personal and community violence.
- At least ten additional National Societies design and support the implementation of education programmes that foster humanitarian values and interpersonal skills.

2019

- Identify and showcase successful approaches and interventions in ten additional National Societies to promote public sensitization and behaviour and social change campaigns.
- At least ten additional National Societies design and support the implementation of education programmes that foster humanitarian values and interpersonal skills.

2020

- Replicate successful approaches and interventions in ten National Societies.

AREA OF FOCUS 7 **CULTURE OF PEACE AND NON-VIOLENCE**



Conflict, migration, food insecurity and natural disasters often provoke violent behaviour. Food insecurity in the Sahel, Southern and East Africa and conflict areas of Somalia, Mali and Niger has had a devastating effect on peace, sexual and gender based violence and population movement.

Goal

- ✓ Through behaviour change, human dignity and respect for diversity is restored to marginalized and disadvantaged populations.

Milestones

2017

- Support at least one National Society to implement public sensitization and behaviour change communication campaigns.
- Design and facilitate five National Societies to deliver community based initiatives that promote social inclusion, safety nets and access to basic services.
- Support five National Societies to undertake community interventions that will directly prevent and mitigate against inter-personal and community violence.
- Expand the capacity to analyze context through the use of the Operations Room.

2018

- Improved capacity of at least five National Societies to better identify the needs of the most disadvantaged and marginalized groups.
- Identify ten National Societies to roll out youth and women's group specific programming.
- In ten National Societies design and support in the implementation of education programmes that foster humanitarian values and interpersonal skills.

2019

- Identify and capture best practices, develop learning, sharing and replication platforms.

2020

- Replicate successful approaches and interventions in ten National Societies.



AREA OF FOCUS 8 **Migration**

According to the United Nations, there are some 18 million international migrants in the region, including 4.4 million refugees, and probably more people on the move given the difficulties to collect information and data on irregular migratory movements. The recent migration crisis around the Mediterranean basin has highlighted the protection and humanitarian needs of people moving from Africa to North Africa and onward to Europe. There are also important intra-regional migratory flows due to a variety of factors, such as persecution, conflict and violence, environmental degradation, human rights abuses, economic disparities and poverty. In 2015, five African countries were among the world's top ten refugee-hosting countries: Ethiopia, Kenya, Uganda, the Democratic Republic of the Congo, and Chad. National Societies along the migratory routes, in countries of origin, transit and destination, can address the vulnerabilities and humanitarian needs of migrants through three main areas of response: assistance, protection, and behaviour change activities to overcome xenophobia, promote respect for diversity and strengthen social cohesion.

Goal

- ✓ The humanitarian and protection needs of migrants in countries of origin, destination and transit are addressed and they are able to live in a safe and dignified manner wherever they are without being excluded and discriminated.

Milestones

2017

- Develop an Africa Regional Migration Strategy with the support of the concerned National Societies.
- Establish a comprehensive and coordinated cross-border approach for migration-related activities where African National Societies share a border.
- Introduce new programmes in at least three National Societies that encompass interventions aimed at providing protection and assistance to migrants in countries of origin, transit and/or destination.
- Support at least ten African National Societies in the implementation of public sensitization and behaviour change campaigns addressing intolerance, discrimination, and negative perceptions towards migrants.
- Put in place recording mechanisms to collect disaggregated population data for migrants that access migration-related services.

2018

- Scale up medium to longer term activities in at least three additional National Societies to provide greater humanitarian support to migrants in countries of origin, transit and/or destination.
- Based on the African Regional migration strategy, develop new assistance, protection, and/or behaviour change activities in favour of migrants in at least three new African National Societies.
- Identify a migration focal point within the concerned African National Societies and establish an African regional platform/network for sharing of information.
- Introduce and institutionalize the collection and use of critical data, including from migrants themselves, to inform decision-making and planning by utilizing Information Management products and systems through the Operations Room.

- Scale up advocacy efforts with African National Societies to influence decision-makers locally, nationally and internationally, using the voices of affected communities to ensure greater awareness, assistance, and protection of migrants in strategic planning and policy development.
- Collect disaggregated data regarding the number of people that access migration-related services (e.g. migrants/refugees/victims of trafficking, women/men, unaccompanied minors).

2019

- Identify and capture best practices at the regional level and share experiences with other regions involved in migration activities.
- Provide support to African National Societies to influence decision-makers locally, nationally and internationally to ensure greater awareness, assistance, and protection of migrants in strategic planning and policy development.

2020

- Replicate successful approaches and interventions in African National Societies that have not yet developed activities in favour of migrants.
- Further outreach to scale-up assistance, protection and behaviour change activities carried out by African National Societies in countries of origin, transit and/or destination.
- Revise the African Regional Migration Strategy based on the experience acquired in working with migrants in Africa.



SECTION THREE

THE FOUR STRATEGIES FOR IMPLEMENTATION

The Strategies for Implementation describe the building blocks that are essential for success. They are drawn from the Enabling Actions of Strategy 2020. This section will describe these building blocks and the key milestones on the road to enabling IFRC and its member National Societies to be successful.

SFI 1. STRENGTHEN NATIONAL SOCIETY CAPACITIES AND ENSURE SUSTAINED AND RELEVANT RED CROSS AND RED CRESCENT PRESENCE IN COMMUNITIES.

MEASURING IMPLEMENTATION OF THE 8TH AND 9TH PAN AFRICAN CONFERENCES



- 1:** Number of African National Societies receiving government financial or in kind support.
- 2:** Number of African National Societies with more than 50 per cent of their income generated domestically.
- 3:** Number of African National Societies that are audited annually and produce annual finance statements.
- 4:** Number of African National Societies who have undergone a Movement recognized self-assessment process or peer review process.
- 5:** Number of African National Societies that report annually using the Federation Wide Reporting System.
- 6:** Number of African National Societies that have youth policies and programmes.
- 7:** Number of African National Societies with updated Act/statutes in last five years.
- 8:** Number of African National Societies with a risk management framework.
- 9:** Number of African National Societies complying with the Compliance and Mediation Committee (CMC) dashboard.

Goal

- ✓ National Societies will become accountable and sustainable organizations, with a strong identity, role and mandate.
- ✓ Learning and innovation throughout IFRC and its members in Africa.

BUILDING BLOCKS

Organizational Development and Capacity Building

The ability to remain relevant and fit for purpose becomes increasingly important as more and more actors join the humanitarian arena. For the 21st century National Society, this means being able to periodically re-examine and realign activities to regain lost market share, and to adapt to emerging needs and opportunities. For an African National Society to realize its comparative advantage and be recognized as the partner of choice means ensuring its actions are those for which they are best known and have the capacity to fulfill. The IFRC will provide programmatic support to all National Societies and broker knowledge and innovation. It will prioritize the development of tools and guidance to enhance use of data, build and manage reputation risks, and support leadership and management development.

Knowledge Brokering and Innovation

The IFRC network benefits from its wealth of experience and expertise, a commitment to creating a culture of innovation, to learning and to building on best practices. The enormous knowledge and skills that African National Societies have amassed from responding to epidemics, such as Ebola, cholera and other emergencies provides an opportunity for Movement partners to draw on and learn from. This regional office will support African National Societies' engagement with Red Cross Reference Centres and non-Movement partners to enhance mutual learning and capacity.

Community Engagement and Accountability (CEA)

Community engagement and accountability is an approach to Red Cross and Red Crescent programming and operations that helps to put communities at the centre of what we do, by integrating communication and participation throughout the programme cycle. While CEA is not a new or stand-alone programme, adopting a more systematic approach to CEA contributes to improved accountability to communities, which builds acceptance and trust and supports more sustainable programme outcomes. In recent years, the region has implemented a comprehensive CEA programme in ten countries in West Africa and five in East Africa. It is now working towards mainstreaming CEA throughout its operations by supporting National Societies to adopt the use of more systematic and innovative approaches to information sharing, community participation and feedback, behaviour and social change communication and evidence-based advocacy.

Milestones

2017

- Contextualize the Movement Induction Course (MIC) to allow for regional training and the induction of branch leadership.
- Create a dashboard to monitor integrity risks among National Societies and to inform decisions for technical or financial support.
- Regular dialogue and strategy for the AGG to work with ten National Societies around leadership and governance.

- Identify appropriate off-the-shelf domestic fundraising models and pilot with at least two African National Societies.
- Develop a framework for enhanced financial management and pilot with five African National Societies.
- Provide support to all 49 National Societies through a seed grant programme.
- Develop and maintain a PAC score card of African National Societies' commitments.
- Record the number of African National Societies that have assessed capacity at branch level.
- Establish an Operations Room at the regional headquarters and linked to the Geneva-based Go Platform, to facilitate data gathering from communities, analysis and sharing with a diverse audience.
- Link African National Societies with local, regional academic institutions.
- Develop a road map to roll out a more systematic approach to CEA within African National Societies, in consultation with African National Societies, IFRC teams across the region, ICRC and internal and external partners.
- Integrate CEA approaches and activities into at least two regional programmes and operations, including providing training and support to staff and volunteers.
- Pilot initiatives to collect community feedback in at least two African National Societies and link this feedback into National Society decision-making and the Operations Room at the Regional Office.

GETTING CLOSER TO NATIONAL SOCIETIES



The IFRC in Africa will implement a number of new strategies to ensure that the experience of National Societies is characterized by consistent, reliable and relevant support.

Specific interventions include:

- Shared leadership and accountability with National Societies on key themes.
- Seed money through small grants that support all National Societies to address priority organizational development needs they self-identify.
- Expand the pool of expertise in the region by investing in both National Society and secretariat staff.
- Greater support for secondments and deployments between African National Societies.
- Support for National Societies to adapt apps and new technology.
- Support to National Societies to convene diverse coalitions and lead implementation of projects.

2018

- Expand the reach of the Africa Governance Group(AGG) by at least one country.
- Develop, adapt and roll out volunteer management systems which include the establishment of a sustainable insurance scheme.
- Adjust the Organizational Capacity Assesment and Certification (OCAC) process to allow National Societies to make an explicit self-assessment of their alignment with Strategy 2020.
- Design and pilot a mentoring programme for leadership and management.
- Review performance of African National Societies who have received support in response planning and coordination, capture learning and replicate with further African National Societies.
- Roll out off-the-shelf domestic fundraising models to additional African National Societies.
- Roll out enhanced financial management to additional African National Societies.

- Increase in the number of African National Societies that have assessed capacity at branch level.
- Rollout of the CEA road map for Africa, which will support African National Societies to adopt a more systematic approach to CEA within their programs and operations.
- Rollout of pilot initiatives to collect community feedback in at least three African National Societies., ensuring this feedback is linked to decision-making at both country and regional level.

2019

- Expand the reach of the AGG by at least one additional country per cluster.
- Further roll-out volunteer management and retention programme to ten National Societies.
- Review OCAC process and identify ten additional African National Societies. needing further support.
- Develop one research project to build up the IFRC's evidence base for CEA and measure CEA impact within programmes and operations.
- Continued integration of CEA approaches and activities into a further four African National Societies, regional programmes or operations.

2020

- Assess cases for success and develop an evidenced-based plan for scaling.



EXPERIENTIAL LEARNING

The region will emphasize National Society capacity building and innovation through practical, experiential learning opportunities.

This approach is significantly more beneficial for Red Cross and Red Crescent staff and volunteers as opposed to traditional classroom settings, as it allows the participants to be actively involved in a learning experience that is concretely related to their day-to-day activities and context, and calls for observation and reflection, rather than abstract or 'rote' learning. This learning style was used in the 'IFRC Field School' initiative that was rolled out in Africa in 2007, for accelerating learning and action, and will be considered for building capacity, accelerating action and seeding new champions.

SFI 2. EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT.

Goal

- ✓ Well-coordinated disaster management and Movement cooperation, will result in coherent, equitable and rapid response where populations affected by disaster and crises are better able to prepare, respond and recover.

BUILDING BLOCKS

Disaster Management

Effective disaster management means having the appropriate structures and resources to "organize, coordinate and direct international relief action". The Movement is committed to expanding its overall contribution to meeting humanitarian needs. The practical means for doing this is through improving our coordination mechanisms, tools and training. Efforts will also be made to make better use of technology and information sharing platforms for scenario planning, data analysis, hazard-mapping and surveillance. These build on the complementary mandates of the Movement's components to achieve closer cooperation, quality, efficiency and excellence, and the development of National Societies.

Logistics

A well-resourced logistics structure is central to IFRC operations, in both response and preparedness contexts. However, demand too often outstrips the capacity of IFRC in Africa to provide optimal support. The IFRC Region will find innovative and sustainable solutions to identify and maintain adequate levels of logistics capacity in order to meet the demands and provide services across the continent. To achieve improved efficiency, synergy and response capacity, an interdependent relationship between operations, logistics and finance will be strengthened at field and management level.

Milestones

2017

- Explore the integration of disaster management and logistics information into the Operations Room for improved information management.
- Further define and resource Africa Stock Preparedness strategy to enhance capacity to respond to small-scale disasters.
- Expand rosters for surge capacity through Regional Disaster Response Team (RDRT) training and mentoring around logistics, disaster management, CEA and communications.
- Establish appropriate operational coordination platforms to ensure full coordination of all components of the Movement in preparing for, and responding to emergencies.

2018

- Establish information management system for disaster management and logistics and integrate into the Operations Room.
- Identify the gap in resources to enhance the capacity of the three most at risk countries to prepare for and respond to disaster and crisis.
- Assess and define required pre-agreements for sourcing key logistics services with partners/suppliers at national and sub-regional levels.
- Strengthen interagency coordination and further develop external partnerships to strengthen cooperation for emergency response.
- Increase the capacities and capabilities of African National Societies in Disaster Management as part of the regional response system Regional Disaster Response Team (RDRT).
- Implementation of the Logistics Capacity Enhancement Programme in at least five African National Society. Replicate PIROI - The Rapid Intervention Platform for Indian Ocean Islands, to provide similar rapid response in West and Central Africa.
- Capture lessons learned on Strengthening Movement Cooperation and Coordination (SMCC) process and tools.
- Development of a set of minimum standards for accountability to communities in emergencies, in consultation with African National Societies.
- Pilot ‘hotline in a box’ as a tool to collect community feedback in emergencies as part of a global joint IFRC ICRC project.

2019

- Expand shared leadership model.

- Conduct a review of selected operations and capture lessons learned. • Further roll out plans and identify resources to enhance the capacity of an additional ten most at risk countries to prepare for and respond to disaster and crisis.
- Embed improved coordination platforms and mechanisms in all IFRC programmes and provide appropriate staffing with required skills to establish and maintain these.
- Further roll out Movement Coordination frameworks to ten African National Societies.

2020

- Align evidenced-based research and monitoring and evaluation that are used to inform programming.
- Review RDRT system and realign as required.
- Improve average time to recruit and deploy personnel and procure essential commodities in emergencies.

SFI 3. A LEADING STRATEGIC PARTNER IN HUMANITARIAN ACTION AND COMMUNITY RESILIENCE.

Goal

- ✓ Develop deeper, more diverse and innovative strategic partnerships, greater financial support through multi-year, thematic funding and effect the decisions of policy makers and opinion leaders through evidence, effective advocacy and compelling communications.

BUILDING BLOCKS

Resource Development and Partnerships

At the May 2016 Humanitarian Summit in Turkey, 18 Governments, 16 NGOs, the and UN Agencies, endorsed the Grand Bargain, a shared commitment to seek greater efficiency and flexibility in humanitarian financing. The most critical component of the Grand Bargain is its goal “to direct 25 per cent of humanitarian funding in a more direct and efficient manner to local and national agencies”. The IFRC and African National Societies are among the best placed of all humanitarian and development actors to help realize this global ambition. Additionally, by the end of 2015, the international community established the Sustainable Development Goals (SDGs) and the Agenda 2030, which initiated discussions on amending the financial architecture of relief and development for greater impact on resilience. In order to achieve the SDGs, all actors will have to look at new ways of working and scale up partnerships at all levels, including within the Movement and beyond.

The IFRC in Africa will position itself as a partner of choice by providing unique insight and analysis of humanitarian and development needs of vulnerable communities, facilitating access and services to hard-to-reach populations, and ensuring reliable implementation and reporting of programs. The IFRC will pursue innovative finance and joint appeals for long-term and thematic-based funding with Movement colleagues. The focus will be on creating mutually beneficial partnerships with Movement partners, governments and the private sector for domestic fundraising and the priorities of this Road Map.

Communications

The Movement's comparative advantage is well recognized and respected and fundraising and partnerships are enhanced through a clear and confident communications strategy. Enhanced visibility and a strong public profile empower National Societies to leverage and amplify the voice of the most vulnerable, to influence policy and budgets and to raise money. This maximizes the Red Cross and Red Crescent's unique relationship with the community and empowers them to speak out about the issues that affect them and therefore influence decision and policy-makers to implement positive changes.

Milestones

2017

- Support ten National Societies to develop new long-term partnerships and fundraising networks through global skills share, Africa Fundraisers Network and other mechanisms, such as peer to peer support.
- Establish new partnerships across the three key income streams, multi-lateral financing, government and partner National Societies and the private sector.
- Widen partnerships and convene coalitions in at least five countries for collaboration with for-profit and for-benefit companies, social enterprises, academic institutions, multi-laterals especially related to resilience.
- Leverage technology such as digital and on-line giving to strengthen National Society fundraising.
- Leverage technology in support of our positioning efforts by, among other things growing our social media following.
- Increase the number of published stories and opinion pieces that demonstrate IFRC's thought leadership and the impact of our volunteers and communities.
- Develop emergency communications guidelines, with a view to improving efficient, speedy information sharing and response anywhere on the continent within 48 hours.
- Develop peer-to-peer support through IFRC networks, while strengthening the relationship with state media in information sharing, brand-promotion and management as well as management of health issues.
- Support at least three National Societies to engage their governments in joint proposals to climate finance institutions.
- Record the number of African National Societies receiving more than 50 per cent of their annual income from domestic sources.
- Contribute to the global 'community perspectives' series, which documents communities needs and aspirations and can be used to advocate with partners, policy makers and media relations.
- Identify and pilot innovative finance opportunities to explore and establish deeper, non-transactional partnerships with the private sector companies beyond corporate social responsibility.

2018

- Continue to support ten additional National Societies to develop new partnerships and fundraising networks through global skills share, Africa Fundraisers Network and other mechanisms, such as peer to peer support.
- Increase the budget of multiyear, thematic funding as compared to emergency funds such as DREFs and Appeals.
- Assess progress and risks of innovative finance partnerships and make recommendations for ongoing strategy.
- Widen partnerships and convene coalitions in at least five countries to provide greater access to the many untapped collaborative opportunities with for-profit and for-benefit companies, social enterprises, academic institutions, multi-laterals especially related to resilience.

- Engage the WEF Young Global Leader hubs in Africa.
- Enhance the ability to communicate on Red Cross and Red Crescent institutional priorities and provide a community perspective on critical humanitarian agendas and contexts.
- Align evidenced-based advocacy approaches and positions that are facilitated, developed and communicated within the network and to key external audiences.
- Increase the number of African National Societies receiving more than 50 per cent of their annual income from domestic sources.
- Launch one evidence-based advocacy campaign within the Africa Region that supports communities to speak out about the issues that affect them and make their voices heard to influence decision-makers to take action.

2019

- Convene coalitions in at least ten countries, consisting of diverse partners interested in building community resilience.
- Record the number of African National Societies receiving more than 50 per cent of their annual income from domestic sources.
- Increase efforts aimed at ensuring that more than 75 per cent of all Country Offices and Cluster have fully-fledged communications teams, with the requisite skills and equipment.
- Publish one opinion piece positioning the IFRC as a thought-leader in CEA (using learning and evidence from National Societies).

2020

- Expand support to National Societies for developing new partnerships and fundraising networks through global skills share, Africa Fundraisers Network and other mechanisms, such as peer to peer support.
- Convene coalitions in at least ten countries, consisting of diverse partners interested in building community resilience.

SFI 4. A STRONG IFRC THAT IS EFFECTIVE, CREDIBLE AND ACCOUNTABLE.

Goal

- ✓ Ensure a credible and effective IFRC that provides timely and effective support to operations, business services and governance.

BUILDING BLOCKS

Human Resources

In addition to ensuring the necessary coordination mechanisms, the ability to implement expected services depends on an effective IFRC, seen as relevant and credible, representing and working towards the collective interests and deploying the highest quality services and staff. Sustainable and expert human resources allow IFRC to provide affected populations with the timely and quality support expected of National Red Cross and Red Crescent Societies.

Governance

Inherent in an effective IFRC is a facilitated support to governance mechanisms and the regulatory and policy framework the membership wishes to develop for itself, furthering their opportunities and ensuring their mutual accountability and risk management.

Finance

Greater harmonized and credible support to affected populations is achieved through financial management that is efficient, credible and accountable.

The new business model will align with IFRC Strategy 2020 Mid Term Review findings and financial planning will ensure resources are devoted to core IFRC roles, especially: National Society development; data management; knowledge brokering, coordination, preparedness and response. Systems are being put in place that will ensure that there is greater transparency and accountability on the part of the IFRC, African National Societies and Movement partners.

Security

The IFRC's approach to organizational security is primarily one of prevention, which can only be achieved through effective security management. The IFRC seeks to strengthen the security management culture and system and to add more transparency, monitoring and analysis. Prevailing security and safety-related challenges across the 49 countries call for more clarification concerning the methods or approaches of the IFRC Africa Regional Office adopts. The security risk environment in Africa Region remains multi-faceted and challenging, ranging from low to extreme security risk. Moreover, road safety risks in the region range from high to very high, whilst medical risks vary from low to very high. To fulfil its duty of care responsibility, the IFRC has adopted a security framework and strategy to ensure robust approaches and measure minimum security requirements.

Information and Communication Technology (ICT)

A survey of National Society ICT capacities in 2011 revealed the greatest challenges to African National Societies included limited resources, lack of skills in both the National Societies and more widely, incomplete infrastructure and poor connectivity. While progress has been made since 2011 in providing equipment, expanding African National Societies' web-presence and promoting the use of the Navision finance system, successes were not always sustainable. In response, the IFRC has developed an ICT Health Check for National Societies, extending the OCAC methodology into this area. The Health Check addresses ICT strategy, planning, management, operations, skills, security and risk management. This process has provided direction to the regional office for greater ICT investment around, among other things, IT management and skills development, the use of cloud-based services and "software as a service" (SaaS), basic infrastructure for email, financial management and web-presence, and the use of networking platforms to assist peer-to-peer communication.

Milestones

2017

- Engage Movement partners in the development of a HR strategy to enable predictable staffing and expert recruitment.
- Expand technical support teams by including representatives of African National Societies who demonstrate great potential, skills and competencies in secretariat meetings and deployments.
- Demonstrate an increasingly diverse staff and talent base.
- Achieve 100 per cent compliance with Minimum Security Regulations.
- Change the financial working modalities to a 'funds advance' process that entrusts full accounting and financial management responsibility to the National Societies.
- Establish key performance indicators to measure the efficiency of IFRC services.

2018

- Establish rosters inclusive of African National Societies for each Area of Focus.
- Diversify staff through the recruitment of humanitarian experts beyond the IFRC network.
- Through the Working With Project Partners (WWPP) initiative, support National Societies in reinforcing their internal control systems.
- Promote peer-to-peer experience sharing, partnering and collaboration between African National Societies on their specific areas of financial expertise.
- Define alternative working modalities with safeguard measures to provide financial support during emergency operations, should the National Societies be under scrutiny for possible corruption.
- Develop ‘agile’ recruitment processes for short-term deployments accessing partners’ expert resources, using the surge model.

2019

- Provide capacity building support for HR, PMER and financial management for at least ten National Societies.
- Ensure strategic place of assignment to allow for expertise that can facilitate cross-sectorial planning and implementation.
- Work with National Societies to develop cost recovery mechanisms, using a costing guideline that will support their budgeting process while providing a stronger ground on which they will negotiate a full and fair recovery of their indirect costs.

2020

- Provide capacity building support for HR, PMER and financial management for at least ten National Societies.
- Work with National Societies to develop cost recovery mechanisms.

