

Policy strategy and knowledge department- progress report – January-December 2019

The vision of IFRC in Africa is to “have 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”. This vision compliments the IFRC’s Global Strategy 2020 and aligns its contributions in Africa to the SDGs.

IFRC Africa Road Map of 2017-2020 recognizes the vital aspect of organizational development and capacity building. The PSK department of the Africa region spearheads this key function through a systematic approach to National Society Development, policy and knowledge, protection gender and inclusion (PGI), PMER and, enhancing effective information and data use and by strengthening Youth and Volunteering capacities across Africa. Last year, the PSK strengthened the unit with the recruitment of a Gender and Diversity officer who is receiving technical support of the PGI Global Advisor currently based in Africa.

The PSK team has been able to build on its successes last year (2018). Through the above-mentioned units, the PSK supported almost 50% of the 49 ANS directly with technical support, financial support and peer to peer support in 2018. This is in line with the thinking in the IFRC Africa road map of ‘accompanying the African NS in their journey to become well -performing, credible and relevant organizations’.

The first ever satisfaction survey to which both African NS and Partner NS contributed to, provides very useful information to continue improving on what we are doing and getting closer to NS.

Given below are some highlights of challenges

Few National Societies in Africa are stable, and others have taken and continue to take significant steps forward. At the same time, a significant number of National Societies face serious problems, often despite ongoing political, technical and financial support from Movement actors and others.

The major challenges include:

- Lack of manpower and financial resources at the IFRC to provide continuous and regular support to NSs in constant needs. PNSs consider NSD/OD as the first mandate of the IFRC hence expect IFRC to cater for that. The perceived lack of capacity they always refer to is in line with our inability to have even one NSD officer per Cluster and core support to the PSK team to effectively perform its duties.
- Lack or limited leadership within many National Societies;
- Numerous governances, 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;
- Weak branch and youth structures and the need for efficient volunteer management systems;
- Inadequate preparedness to address changing and increasing vulnerabilities within a volatile humanitarian landscape
- Poor capacity for domestic fundraising and 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.

PSK plans for 2017,18 and 2019 have focused to address some of challenges highlighted above. The department is, therefore, pleased to share the annual report against what was planned for 2019:

National Society Development

Support African National Societies to enhance capacity building and organizational development resulting in stronger ANS able to deliver relevant and quality humanitarian services to the vulnerable communities	
<p>-</p> <p>Conduct at least 4 NS level ‘Mini Movement Induction Courses’ or Leadership development trainings for Governance and Senior Leadership to strengthen effective leadership and good governance. (Q4)</p>	<ul style="list-style-type: none"> - Five Mini MIC were conducted during the reporting period. These MICS took place in Somalia, Liberia, Ghana, Tanzania and Cape Verde. These workshops were jointly organized by ICRC, IFRC and NS <p>Liberia:</p> <ul style="list-style-type: none"> - In Liberia- the governance orientation workshop was undertaken to the newly elected Governing Board Members who had been in office since 2016, with no formal induction at the level of the 15 Chapters. Meaning that over 80% of the Board members who had been elected were new to the values and principles of the Red Cross Red Crescent Movement, therefore this training was necessary for all 105 elected officials. The following three outcomes were envisioned; Members of the Chapter Executive Committee advance their roles and responsibilities including resource mobilization and advocacy. Volunteers, the operations and auxiliary roles of the LNRCS are supported at the Chapters level, Key policies particularly the Code of Conduct is reinforced at the Chapters level - However, due to resource constraints only 75 participated. Of these officials, the President and National Youth Chairperson plus three representatives from HQ including the SG were present. The aim of the training was to provide knowledge for the advancement of LNRCS resources mobilization strategies and

Code of Conduct, including compliance to the RC Movement fundamental principles, values and proper use of the emblems.

Somalia RC:

- A localized version (country level) of the Regional MIC, was conducted in the month of June and was attended by 28 SRCS branch leaders from Governance and Management. Two workshops/training were conducted for three days each.
- This 'Mini MIC' for SRCS was an important milestone in the 'IFRC-ICRC joint approach' on NSD in Somalia. It was jointly facilitated by IFRC, ICRC and SRCS. This is in line with the NSD Initiative (NSD-I) that was kick started in Somalia where IFRC sits in the Steering Committee and plays a crucial role in order to drive home the value add of the IFRC and our expertise on NSD. That is the only way we (IFRC) can claim our lost territory on NSD especially in Somalia.
- In addition to traditional dissemination of knowledge on the RCRC movement (history, components, mandates, Fundamental Principles in action, statutory meetings, legal base etc.). what is noteworthy are the sessions on Leadership, Risk Management /integrity and Community Engagement and Accountability (CEA). The participants welcomed these sessions as being extremely important and relevant to the context they serve. They wanted more governance trainings of this kind in order to strengthen their branch structures
- Similar MIC workshop was organized in Cape Verde by the Sahel Cluster with the support from Geneva.

Tanzania RC- Leadership Orientation:

3-day governance and leadership orientation workshop was organised for the TRCS newly elected board

The objectives of the leadership orientation workshop included:

- National Society leadership will be committed to enhancing Integrity and accountability and take steps on risk management
- Roles and responsibilities of Governance and management are well perceived by Governing board and senior management of TRCS
- TRCS Leadership are well versed and knowledgeable regarding their primary role in leveraging auxiliary role,

local resource mobilization and National Society sustainability.

The participants were taken through the following topics:

- Introduction to Leadership- Well-functioning NS and good governance - Governance/management concepts, - Constructive and Healthy relationship between NS Governance and Management and roles and responsibilities.
- Humanitarian diplomacy, the NS legal and statutory base, Auxiliary role
- Integrity and accountability- fraud and corruption and why does it matter
- Risk Management in TRCS and the next steps of developing risk management framework as of Pac indicator nr 1
- Resource Mobilization and Sustainability- ***Importance of fundraising, connection between fundraising, sustainability and independence, types of fundraising Donors: who are they?***

The number of participants were 26, including 19 board members and the rest, the NS senior management team

At the end of the workshop, the leadership of TRCS committed themselves to addressing governance, integrity, accountability and transparency issues within TRCS and, therefore, came up with declaration called **“The Dodoma Commitment on Integrity and Accountability”** which was signed by all the board members

Ghana Red Cross

- ***Ghana Red Cross Society (GRCS)*** held its Annual General Meeting and Elections in August 2019 and new executive board members were elected. The GRCS leadership requested IFRC regional office through the cluster office to support and orientate the new board members on key leadership issues that will help them to perform their mandate appropriately. The society therefore drew up a programme agenda which covered the following areas: • Good Governance - Introduction to Leadership- Governance & Management Role clarification. Terms of Reference or Job Description for board members and SG: mitigations and Obligations of Board & Management • The Red Cross Movement- Principles and Values- Structures, Components & Mandates of the Red Cross Movement • Core Costs & NS Sustainability- Definitions & Components of a NS

	<p>Core Cost- Investment Policy & NS Investments - Analysis of GRCS</p> <ul style="list-style-type: none"> - The Regional IFRC office PSK Unit and ICRC took up that challenge and worked closely with the NS to develop a programme and delivered a tailor-made workshop which addressed the above-mentioned programme agenda items. The workshop was jointly organized with the ICRC.
<p>Provide technical support to at least 4 ANS in their strategic discussions, planning process, development of NSD Road Maps and at Partnership meetings. (by Q4).</p>	<p>Namibia and Mozambique</p> <ul style="list-style-type: none"> - Namibia and Mozambique NSs received technical support in developing their PoAs to address the challenges facing the two NSs and which had been shared with the leaders of the NSs with considerable importance. The aim of the PoAs for the two NSs was to strengthen the areas of Governance structures, branch and volunteer units, Auxiliary role, Resource Mobilization, functional Operations and programs, financial management and support service. - More specifically the visit by the PSK department Africa region to Namibia and Mozambique was motivated by the need to gain an understanding and identify strengths, and challenges affecting the National societies' financial management with the view to, improving them. The PoA will contribute towards <p>Democratic Republic of Congo RC</p> <ul style="list-style-type: none"> - DRC Red Cross- PSK department supported the IFRC DRC Country office to develop a strategic Plan and Road Map for the DRC RC. It was envisaged that this will help the NS to position itself and assume its role at the operational partnership table and to ensure that priority activities and services are carried out efficiently and effectively at national and branch levels. The mission was by DCPRR and IFRC DRC Country office - The objectives of the mission were to develop an organisational baseline analysis of the DRC Red Cross Society, to measure the effectiveness of its OD in relation to ongoing EVD Emergency programme implementation; to propose a Road Map for the organisational development and capacity building (NSD) of the national society and to support in the preparation of a partnership meeting - In the end, a comprehensive report was produced. This reported included the DRC Road Map and its related

logical framework. *Detailed report is available upon request*

Ghana RC- Financial Management Review:

- The West Coast Cluster engaged the PSK department to support Ghana RC to review its financial management which included the society's income generating assets, the 2018 financial statement, and overall financial management system of the NS. There was also two-day governance orientation workshop organized for its newly elected governing board members. During the leadership orientation some level of financial management information was gathered which was factored into the financial management review report.

Some key findings of the review included:

- *liquidity and solvency challenges, over-reliance of external partners, no dedicated robust HR policy, no internal auditor or focal persons to test the NS system vigorously*, there was no comprehensive consolidated budget including core cost budget, No risk management and anti-fraud policy in place

Several recommendations were made, chief among are:

- Strengthening its Resource Mobilization activities, develop Risk Management which will identify all the risk areas of the national society and itemized them for necessary action to mitigate its impacts.
- Computerized Accounting system should be implemented as by the end of the year 2019. That the automation should cover Pay roll, Assets management, track IGF, donor funds and capable of producing simple but accurate reports.
- **HR:** That a comprehensive Human Resource Policy and procedures including code of conduct be put in place for the National Society
- That a Procurement Policy should be put in place as a separate document instead being part of the financial Manual. This policy should be disseminated to all key staff including management and governance members at all levels.
- **Consolidation of Financial Statement:** That all financial statement should be consolidated to reflect the overall performance of the national society. As alluded to in the above, this should begin with consolidated budget including core cost budget approved by the board
- Engagement with partners also reviewed that they are willing to support the NS to develop- Debt Reduction strategy, revision of various policies, implementation of new computerized accounting system and to

strengthen the society's HR department

Gambia Red Cross- financial management review

- ***The National Society Development Framework*** adopted by the Federation's General Assembly in 2013 set a clear picture of a National Society seeking to maintain and strengthen its capacity. It envisions a national society working to self-assess and improve using Federation-wide standards and it confirms the commitment to use the "Organisational Capacity self-assessment and certification (OCAC process" and most recent Branch Organizational Capacity Assessment. Finance development (FD) and management is part of national society development aimed to strengthen financial management and accountability. This promote good corporate governance, support society's accountability framework, and contributes towards long term financial sustainability. IFRC adopts a country-based approach, reinforcing societies' important role as owners and drivers of organizational change. The finance development and management work has an intrinsic link with the financial management attributes framed under OCAC: independent advice and oversight, financial reporting, finance staff capacity, budgeting, expenditure authorization, financial information system, documented process and procedures, cash flow management, External audits, and internal controls/Audits.
- It is upon the above-mentioned backdrop and coupled with the background information that the Gambia Red Cross leadership requested for the review of its financial management system. With PSK department interaction with the leadership of the NS, it became apparent that they are committed to strengthen and establish a robust financial management at all levels of the organization. At the of the review, the NS leadership were convinced that it was time to start the process of setting up a reliable base of sound financial system and controls that will serve as an appropriate platform to develop efficient and effective financial management practices. However, currently the capacity of the finance department to achieve that objective is extremely low. The society was advised to work on this understaffing and capacity issues of their finance department.
- Finally, it is pertinent to note that this assessment was considered as part of the identified work streams agreed by the governing board of the Gambia Red Cross Society and, therefore, the recommendations were outlined in a comprehensive assessment report and plan of action was shared with the NS leadership which

will be an integral component of the GRCS transformation process. ***Detailed plan of action and comprehensive report is available upon request***

Visit to the Nigeria RC – Request by the head of West Coast Cluster

To orientate the newly OD Senior officer. This was successfully done and a file or folder was created with the tools/ documents which included NSD framework and compact, OCAC and BOCA, Strategy 2020, Pan African Conference (PAC) indicators and commitment, Africa roadmap 2011-2020, National society strategic plan, IFRC-ICRC Joint Approach, Annual PSK report, NSIA and CBF application procedures, MIC, ran him through the Ops room and how to retrieve information. ***On the scope of OD work in NSs, the officer was taken through*** Branch development, HR matters, Youth and volunteering, Communications, Resource mobilization, Logistics and procurement, Finance development, PMER, leadership (Governance and management). ***On the Steps to OD Work, he was walked through Performance*** – quality support, sustainability etc, ***Capacity*** – leadership, resources etc, ***Foundation*** – legal base, branches, how elections are held etc

Meeting was held with the Nigeria RC and its partners, namely British, ICRC, Norwegian R C and it was clear that the business model of the 3 pillars were the focus areas all the partners are putting in their effort to support and strengthen the strategy for implementation. Additionally, there was due diligence assessment conducted by the British RC, OCAC 2012 and external audits contributed to the 3 Pillar models of addressing all NS challenges

The three pillars are noted as follows:

1. Branch development- great to see that the Italians and Swedish have already pledged CHF110,000. A great initiative and will typically link to volunteer management which the Swedish have positioned a delegate in Liberia to support about 3 or so NS in the region
2. NS readiness- improved capacity to absorb funding for programmes and projects which may include but not limited to having the right policies, processes, procedures and systems- HR reengineering, system development, finance management and development/risk management, volunteer management, internal audit, procurement etc
3. Resource mobilisation – domestic fund raising- establishing a company that will be run independently from the NS humanitarian operations- focus areas being real estate development, commercial first aid, increase membership drive etc

	Some observations/reflections were made was put together into a comprehensive report. Report available upon request
Monitor the progress of the Seed grants program and capture the 'impact' of the project through a 'lessons learnt' exercise at the end of the project and possibly extended. (by Q 2)	<ul style="list-style-type: none"> - Apart from helping create future champions by presenting opportunities for ANSs to build services and capacity they may have otherwise struggled to develop, the seed grant is so far meeting its intended meaning with the realization of the ANSs developing strategic plans across the three NSs, review of the NSs constitution/statute, providing leadership training for governance and management, initiating innovating projects, activities aimed at forging new partnerships etc. - The period for support with the seed grant has also been extended from June to August 2019 to give the ANSs ample time for implementation before embarking on follow up. - Discussion is ongoing with the communication department to capture good stories of the seed grant investments. - Seed grant- in the 2017/18 Request for Proposal (RFP), 36 NSs were successful and each was awarded CHF10,000 to kick start capacity initiatives. The numbers went up to 41 in the 2018/19 RFP representing 12% increase between 2017/18 and 2018/19
Support ANS to Self-assess and plan their development process through the NSD tool of OCAC.	
Facilitate conducting of at least 5 OCAC workshops in 2019 in the region (by Q 4)	<ul style="list-style-type: none"> - In collaboration with IFRC Somalia Country Office provided expertise to the Somalia Red Cross Society on organizing the OCAC workshop held from 17- 19 June in Hargeisa. This was the first ever OCAC to be done in Somalia for SRCS. - OCAC was conducted in Niger 8-11 March 2019 - Eight NS requested for OCAC assessments but due to lack of resources, the regional office was not able to support those endeavours during the reporting period. Request for support in 2020 has already been submitted to Geneva
Conduct at least 4 OCAC 'Yearly progress	<ul style="list-style-type: none"> - OCAC reviews and overall OD review as made in Ghana, Mozambique and Tanzania

Review' for ANS that carried out the OCAC exercise in 2017/18. (Q3 and Q4)	<ul style="list-style-type: none"> - Contributed to the Global OCAC review or evaluation. Results of the review shared widely and presented in the HoU meeting
Establish a pool of French- Speaking OCAC facilitators for the Africa region by conducting a ToT that will serve francophone countries (by Q 4)- funding permit	<ul style="list-style-type: none"> - Discussions are ongoing with GVA to solicit financial support to organize this workshop in 2020. It was part of the 2020 OCAC support request made to GVA
Provide support to branch development amongst ANS by establishing a BOCA 'Resource centre' in Africa in collaboration with movement partners.	
Follow up on the joint proposal on 'BOCA Resource centre for Africa region' with NLRCS for potential funding by partners. (by Q 3)	<ul style="list-style-type: none"> - The outcome of the BOCA survey and the proposal to create the hub in Africa was presented in the OD Advisory group meeting. Awaiting positive feedback from partners - Feedback was received from Jaap, the Netherland RC focal person on BOCA and agreed that more will be done in 2020
Facilitate at least 3 BOCA ToT's in 3 ANS and monitor the roll out BOCA branch level workshops in at least 40 branches in the region and compile case studies of 'branches as centres of resilience' where possible. (by Q4)	<ul style="list-style-type: none"> - Ethiopia Red Cross Society with the support from the Netherland and Finnish RC did BOCA exercises in two zonal branches between January -June 2019 - Due to upcoming governance elections, Tanzania has not been able to undertake any BOCA activities this half of the year, however it is important to note that TRCS managed to do a remarkable 13 BOCA exercises in the year 2018. Nigeria Red Cross Society had planned to do 10 BOCA exercises in 2019 and has so far done one in Plateau State with the next exercise planned for Delta State. Of noteworthy is that the NS has also managed to secure funding for five more BOCA exercises for this year. - In our recent RLT meeting one of these priority focus areas is on Branches as Centres of Resilience/ branch development. RLT were engaged to support NSs to focus on strengthening branch development. In the respect the following documents were shared: <ul style="list-style-type: none"> ✓ Template with identified Branches per each cluster to track and share updates on quarterly basis with the regional office. ✓ 10 most frequently questions (FAQs) on Branches - these will guide your engagement with NSs.

	<ul style="list-style-type: none"> ✓ RLT meeting- presentation on Branches as centre of resilience ✓ Branch development for community resilience- Summary ✓ NSD Framework which was adopted in Sydney 2013. ✓ Talking Points of the NSD Compact 2019
Promote a culture of 'shared leadership' among ANSs and Movement partners and facilitate ANS 'Peer support' systems	
<p>Follow up on the implementation of the Sub-regional networks in collaboration with the IFRC cluster heads and ICRC in all 5/6 clusters. (Q 4)</p>	<ul style="list-style-type: none"> - A Review of the Sub Regional networks was done and shared with cluster chairpersons and outcome presented in SAPRCS and SAHEL PLUS. The objective of the Sub regional Network (SRN) are six folds; 1) to encourage cooperation and coordination between NSs of the sub region, 2) to reflect on strategies for strengthening capacities in the NSs and promote peer support amongst ANS in the sub region, 3) to determine the lines of work that can ensure cohesion of the federation actions, 4) to strengthen the involvement of NSs and impact on the federation and its governing bodies in the areas of policy procedure development, 5) monitoring and evaluation and course setting. 6) To provide PNSs from outside the region and donors with an important channel for involvement in the priority program areas of the region and to provide a channel to advise and guide the IFRC regional delegation on matters of common interest. IFRC regional Director for Africa, the IFRC vice president for Africa and President of the Africa Governance Group, All Africa cluster Heads, the Five sub regional network chairs and three ICRC representatives participated in the interview undertaken by a consultant brought in for the review undertaking. - Follow up was done and update and way forward were made during the Africa Governance Group and 10th Pan- African Conference Steering Committee meetings held in Abuja, 17-18 September 2019
<p>Provide organization support for two regional MIC workshops in 2018 (by Q 3)</p>	<ul style="list-style-type: none"> - In the month of September and October 2019; The IFRC ARO PSK unit jointly with ICRC successfully organised two annual Regional Movement Induction Courses. This was the 3rd Regional movement induction course contextualized for both the Anglophone and Francophone National Societies being held since the unit took a paradigm shift and initiated a contextualized MIC with a focus on issues relevant to the African National Societies ranging from good governance, leadership through gender perspective lenses and more specifically addressing integrity concerns. A total of 39 leaders comprising of Presidents/Governors/ Chairpersons, Secretaries - The Anglophone MIC was held in Nairobi between 9 and 13 September 2019. A total of 19 participants drawn from ten National Societies participated in the five days course. Five women leaders representing Malagasy Red Cross, Kenya Red Cross, Gambia Red Cross, Sudan Red Cross and Uganda Red Cross took part

	<p>in the course. This was followed by the Francophone MIC which was held in Dakar between the 7 to 11 October 2019. The Dakar MIC attracted 20 participants who took part in the five days course. The participants represented 13 National Societies with notable gender imbalance in African National Societies leadership still presenting itself with only three women leaders representing Senegal Red Cross, DRC Red Cross and Rwanda Red Cross taking part in the course.</p> <ul style="list-style-type: none"> - The main objective of the MIC as set by the Africa Regional Senior Management within the Movement drawn from IFRC and ICRC is to build the capacity of the newly elected NS leadership to deliver on their mandate during their official terms in line with the movement strategic objectives and guided by the fundamental principles. From the previous MICs (2017 and 2018), it has been established that National Societies' leadership, both management and governance should be strengthened to be well able to manage their own internal activities at the national level while cooperating and coordinating with Movement components of IFRC and ICRC within the Region. - Some expected Outcomes were: 1. Improved knowledge of the NS leaders on Movement systems and values in the changing humanitarian environment. 2. The leaders' awareness on various platforms available from IFRC/ ICRC and Partners for collaboration and support within the Movement is enhanced. 3. The leaders have better understanding on Movement policies, approaches, challenges and opportunities. 4. The leaders are equipped with skills and tools necessary in driving local resource mobilization for National Society development. 5. The participants' knowledge on Risk Management is enhanced - There is discussion on going with ICRC to measure impact of the Region Movement Induction Courses since its inception in 2017 come 2020.
<p>Revive and support coordination of the virtual platform of the 'Shared Leadership Network' on NSD. (by Q 4</p>	<ul style="list-style-type: none"> - In the spirit of Shared Leadership, joint meeting was held between Belgium and Netherlands Red Cross and agreed to support Benin RC to develop risk management framework and for the regional office to actively involved in supporting Benin RC. Call has been scheduled for 16 August for further discussions on Shared leadership, Risk management framework for Benin. The cluster office, Netherland RC and Belgian RC will participate in the discussions - Belgian RC and Netherland RC have been the active participants and forging ahead of support Benin RC to develop Risk Management framework identified by the group. Uganda RC has already developed its Risk

	Management Framework through the initiative from the shared leadership group
Demonstrate progress on key regional initiatives.	
To give technical support to the PACT to support and monitor the PACT 8 and 9.	<ul style="list-style-type: none"> - Technical support to the PACT started and data collected on the PAC 8 and 9. Support was also given to the PACT Chairman during the presentation of the Africa Governance Group and 10th Pan- African Conference Steering Committee meetings held in Abuja, 17-18 September 2019
Work closely with cluster and country heads to ensure that PAC 8 and 9 scorecards is regularly updated	<ul style="list-style-type: none"> - All the 5 clusters together with the Country representations have been updated. The Updated PAC indicators have been analysed to rate all the 49 ANS as being strong, fairly strong, transitional and under-performing
Support at least 3 NS to development Risk Management Framework in line with PACT indicator no. 1 (FD)	<ul style="list-style-type: none"> - Risk management framework guidelines have been developed for Namibia, Ghana and Tanzania RC. Joint discussions have been held between IFRC and ICRC where IFRC has contributed CHF5000 to the NSs. It is envisaged that ICRC will come on board and give support towards the endeavour in future. - Agreement has been reached with ICRC as one of the priority areas for 2020
Satisfaction Survey- based on the RoadMap-2017-2020	<ul style="list-style-type: none"> - Satisfaction survey to gauge IFRC Africa region commitment and support. African National Societies (ANS) and Partner National Societies (PNS) participated in the survey. More specifically, the survey established to seek IFRC commitment to the key building blocks in the Africa region road map namely, guiding principles in the African Road Map, priority areas in response to major humanitarian trends, commitment to building shared leadership and accountability, ways of transforming how members and the secretariat collaborate, commitment to be closer to National Societies and finally ways that helped promote coordination and reduce fragmentation. - The IFRC regional office in Africa uses the 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. The process was guided by five key principles which includes: getting closer to National Societies (NS), Support to National Society Development (NSD), thematic funding, a more resilient world and commitment to measurable results. - In the survey, respondents were given opportunity to provide recommendations or comments that would be helpful to the secretariat and suggestion for improvement. Some of the highlights were as follows; Both ANS and PNS alluded to the fact that IFRC should be much closer to NS than what is existing now, they highlighted that there is need to improve on support to NS with thematic funding. In addition to that, IFRC should inform the NS about the planned or available support each year.

	<ul style="list-style-type: none"> - PNS indicated that the efficiency, impact and localisation is aimed at making PNS contributions more rational. Change in the resource mobilization (RM) approach to have more key priorities positions like Disaster Risk Management, Health Coordinators, and more Disaster Management delegates (DM) to meet the needs of the NSs is key. They further explained that procedures of the secretariat hinder completely the implementation of the programs as well in terms of human, financial and logistical resources. - The report was discussed during the partnership meeting in Lome and input and comments were sought from the PNSs which has been integrated to the final report. The final report has since been shared widely within the movement
<p>Follow up on the outcome of the leadership forum held in Lome in March 2019</p>	<p>With the agreement signed between IFRC and Ecobank Foundation, the Foundation provided the IFRC with their university facilities and facilitators to organize leadership forum which took place in Lome from 18-20 April 2019. The forum attracted 103 ANS leaders who participated from 47 Sub-Sahara countries</p> <p>The Theme for the leadership forum was “Building African National Society leadership to be Proud of”</p> <p>The Objective of the leadership Forum</p> <ul style="list-style-type: none"> • Build strong and credible leadership competencies across an entire organization with specific skill development for today’s leadership challenges. • Review the current state of combatting and addressing integrity and governance problems within National Societies and draw on best practices; Identify instruments for increasing application of transparency and accountability within NS. • Assess where National Societies are currently in relation to the five core building blocks of a National Society to be proud of; community engagement and accountability systems; volunteer management; auxiliary role; Gender and diversity. • Agree on a collective commitments and actions, with responsibilities for all Movement partners, to move from where we are now to having strong leadership in National Societies, we can be proud of. A post Forum mentorship and coaching program will further enable National Societies to have custom-made solutions around leadership and integrity for the respective National Societies. <p>Actions:</p>

	<ul style="list-style-type: none"> - NS to identify priority gap to be supported by in country identified consultants in leadership coaching and mentoring for a period of 6-12 months - Concept note to be drafted to look at how to move this forward and the support by IFRC and Ecobank Academy. The concept note has since been drafted and shared with Ecobank Academy and IFRC country and cluster heads - The regional office will be working closely with cluster and country heads to look for funding for NS that do have not partners to support them on the leadership coaching and mentoring - MoU has been signed between Nigeria RC and Ecobank to help develop the critical areas identified by both institutions, namely, community engagement, mobile money transfer applications, leadership coaching and mentoring with Ecobank Academy, first aid training, crowd funding and corporate volunteering.
Shoken Fund and National Societies Investment Alliance (NSIA)	<ul style="list-style-type: none"> - Shoken Fund – In 2019 Africa region presented 6 NSs and 4 were successful (Guinea Bissau, Mozambique, Sao Tome Principe and Swaziland) and each received CHF30,000. This represented 67% success rate. - National Society Investment Alliances (NSIA)- With the 2019 proposals, 8 NS awarded Bridge fund of CHF50,000 and 6 of the NSs came from Africa representing 75%. The NSs were Nigeria, Uganda, Comoros, Namibia, Malawi and Zambia
Highlight Major Challenges:	<ul style="list-style-type: none"> - No NSD Focal points at the cluster level, un-predictable and precarious funding for NSD focal person at the regional level - Lack of manpower at the IFRC to provide continuous and regular support to NSs in constant needs. Only the Head of PSK is funded by regular budget - No dedicated or focal person for Policy - Under- performing leadership- lack or limited leadership; numerous governance management and integrity issues, financial crisis within National Societies - NS limited experience and strategic outreach in building new and innovative partnership with non-Movement partners

Youth and Volunteering

<p>1. To assist National Societies to update their Youth Policies in line with the adopted 2017 IFRC Youth Policy which will contribute to strong youth engagement and integrity of the NS</p>	<ul style="list-style-type: none"> - Supported and finalised the development of the South Sudan Youth Policy and Youth Engagement Strategy which was adopted by the General Assembly held 26 -27 June 2019 in Juba, South Sudan - Completed an indicator framework on status of Youth Policy in African NS and this has been incorporated in the IFRC Africa OPS room https://ifrcgo.org/africa/Youth-and-Volunteer.html - About 50% have so far completed the IFRC Global Youth Engagement survey and hope to ensure all complete by the close of the survey in July 2019. The final Youth Engagement Survey report was shared during the 2019 Statutory meetings. see link. https://datastudio.google.com/s/iU0KhAbCXLw - Youth Engagement indicators in the Youth Policy were disseminated to IFRC operational structures and will be followed up during the planning process for 2020 in September 2019. - We also had a leadership development workshop which -Youth led and hosted by the Finnish Red Cross Youth. ANS participating included Zimbabwe, Kenya and Ivory Coast Red Cross while the Africa Youth Network was represented by its Chairperson. - IFRC Africa was recognised with 3 awards for Kenya Red Cross in Volunteering while Malawi and Mozambique also received Youth on the Move Awards. Kenya RC was also scooped another volunteer award on innovation under the 100 Ideas competition.
<p>2. To ensure enhanced volunteer recognition, protection, support and empowerment within ANS with the view of motivating volunteers to contribute to the well-functioning of NS activities and programmes</p>	<ul style="list-style-type: none"> - In enhancing volunteer management in the Africa region, all case studies and researches done in the Africa region were compiled to better inform and contribute to development of a volunteering Model for Africa. - In addition, a volunteer management learning mission was carried out to Burundi by the Regional Office and 3 NS SGs- namely, Burkina Faso, Namibia and Mozambique to benchmark on best practises on volunteer management - Developed Terms of reference for Peer to Peer support for Volunteer Surges in the Region as well as TOR for Volunteer Management in Emergencies which was targeting Mozambique, but which will be further developed to reflect Surge on NSD in Emergencies. - Responded to the call and contributed to the Volunteer Learning Programme design being spearheaded by the Spanish red Cross and Volunteer Alliance network of the IFRC - Completed an indicator framework in the IFRC Africa OPS room indicating on status of Volunteer Development in Africa NS and specifically looking at 1) availability of Volunteer Management system within the NS 2) availability of NS Volunteer Management Policy and 3) if the NS is a member of the Volunteer Alliance. https://ifrcgo.org/africa/Youth-and-Volunteer.html - The RO has developed a simple Volunteer management system model for NS which has been piloted in CAR. The roll out has started and Mozambique was the first to be implemented. Other NSs that have shown

	<p>interested are Kenya, Burundi, Sierra Leone, Liberia, Malawi, Somalia, Namibia, Niger, Zimbabwe, Gambia, Burkina Faso etc. The regional Office will further engage NS to ensure that all the NSs have possibility of using the system.</p> <ul style="list-style-type: none"> - Conducted a Volunteer Management Workshop for Belgian Red Cross in Southern Africa which was for capacity building the 6 NS participating in Volunteer management and Development, which include Eswatini, South Africa, Lesotho, Malawi, Zimbabwe and Mozambique. Topics also include NSD, s2030 and the Grand Bargain - Participated in the Volunteering Roundtable - Reimagining volunteering in Africa for the Agenda 2030 and the Agenda 2063 during 23-25 October 2019 we managed to contribute to the Global Volunteering Standards to be considered other Volunteer organisations in coordination with AU and UNV. IFRC shared its African experiences in volunteer management to the appreciation of most of the participant organisations. - In collaboration with communications unit we shared the theme and activities that NS could adapt during the International Volunteer Day whose #IVD2019 theme "Volunteer for an inclusive future", highlighting SDG 10 and the pursuit of equality – including inclusion – through volunteerism while as IFRC we were emphasising in using the hashtag #ThanksVolunteers . Plans are underway to recognise 2019 outstanding volunteers early in 2020 across all IFRC Cluster and Country Offices in the Region. - -
<p>3. To ensure that 50% of ANS are aware of the Youth Engagement Strategy and are implementing it to ensure that they embrace implementation of the youth engagement policy.</p>	<ul style="list-style-type: none"> - South Sudan had its Youth Engagement Strategy (YES) document adopted in June during the General assembly while Tanzania RC has started the process of developing a YES for their NS and RO is technically supporting in both situations - More than 44 ANS have indicated that they are using the IFRC YES document although, as NS they are still to contextualise this into NS documents due to limited resources. RO is supporting in the dissemination of the YES to all these NS - Disseminated on the IFRC YES during the working group meeting on Youth Leadership Training development for the EU (Erasmus) funded YOULEAD project coordinated by Finnish RC and have participating NS including Zimbabwe, Ivory Coast and Kenyan RC held from 26 - 29 March 2019 in Nairobi. - IFRC GVA Road safety partnership programmes will be piloted with Kenya RC through the regional office and plans were initiated late in 2019

	<ul style="list-style-type: none"> - ANS were present during the launch of the YES Toolkit in Solferino and this will be rolled in the next half of the Year to all ANS - The YES toolkit was officially launched, and Africa was recognised one of the four regions who participated in the pilot project.
<p>4. To ensure the IFRC Africa Youth Network becomes operational in promoting youth engagement at all levels</p> <ul style="list-style-type: none"> • <i>to have quarterly online meetings with Africa Youth Network (AYN) executive</i> • <i>to hold one Youth Leadership Development Seminar for African Youth Network and its sub regional representatives.</i> • <i>to support the AYN to ensure implementation of the 2018 Youth Commission Workplan</i> 	<ul style="list-style-type: none"> - the Africa Youth Network was able to develop its 2019 Plan of action , informed by the YC work plan, RO priorities and Sub regional Youth networks and this has given the young network some sense of focus and direction with cordial working relationship with its YC member for Africa and the Regional Office. - 44 youth leaders from 44 NS were able to attend the Africa Leadership Forum in Lomé. On the same the Youth Network was able to plan for Youth Forum Sessions for capacity building of the Youth leaders - 32 participants from 22 ANS participated in the International Youth meeting in Solferino which was critical in empowering youth leaders in YABC, S2030, Social Impact of Climate Change, Leadership development, the Future of Education and bringing out the Youth voices from Solferino on priority issues affecting young people. - The Africa Youth network Executive continued to meet quarterly on skype, participated digitally on World Red Cross day and shared with the Regional communications office to hashtag #Love symbols from across more than 40 African National Societies. - The Africa Youth network continues to strive advocating for Gender, Diversity and inclusion in all its youth activities and works closely with PGI Officer to interrogate and integrate this policy framework into Youth engagement activities by the network. - With support from the PRD , working with PNS and NS, a total 25 Youth Delegates were able to attend the 2019 RCRC Youth Forum and Statutory meetings and made a positive impact as they actively participated in side vents, plenary sessions, Drafting committee and plenary sessions during the official opening and Closing ceremonies of the 2019 International Conference. A couple of the African youth delegates had however visa challenges otherwise more youth delegates would have attended and added to the African youth voice to the statutory discussions. - New elections were held for the Africa Youth Network (AYN) during the 2019 RCRC Youth Forum in Geneva and is now the leadership of June Munyongani from Zimbabwe RC and Finnah Tarawallie from Sierra Leone RC. The other executive members are Rahim Kalyango from Tanzania RC, Mamadou Moustapha Ndiaye, From Senegal RC, while the Central Africa Cluster is still to forward representative as there was no Youth delegate in attendance at the Statutory meetings. For the first time since the inception of the AYN, there were elections guidelines developed and the returning officers were seconded from the Regional Directors Office, and these were Richard Hunlede from the IFRC AU -Office and Dr Michael Charles, Head of Cluster – Pretoria Office.

	<ul style="list-style-type: none"> - The Global IFRC Youth Commission Elections were held for the first time after a rigorous exercise to ensure only youth delegates below 30yrs are elected into office by the same vetted youth delegates. Jonasi Peter Maheto, a young advocate from Tanzania RC and Aime Gilbert Mbonda, a young medical Professional from Cameroon were elected as Youth Commission members for the Africa Region while Bas VAN ROSSUM from Netherlands RC was elected as Youth Commission Chairperson for a second term. <i>Detailed report is available upon request</i> - The Africa Regional Youth network contributed to the Youth Commission Report that's was presented and accepted during the 2019 IFRC General Assembly
<p>5. To promote Humanitarian Education initiatives in the Region</p> <ul style="list-style-type: none"> • <i>Promote the development of YABC roll out for the Region and have at least YABC rolled out in earnest in one NS by December 2019.</i> • <i>Advocate for continued dissemination of Humanitarian Principles and Values in all youth activities by NS.</i> • <i>Integrate Gender and Diversity advocacy in all Youth activities by ANS</i> 	<ul style="list-style-type: none"> - The RO continues to participate in the Education in emergencies working group with the Africa region and co-Chaired by Save the Children and UNHCR - RO contributed to the final IFRC Education Strategy working document emphasising also on Education in Emergencies which was adopted during the 2019 GA - The IFR regional Office also made a presentation during the IFRC Humanitarian Education webinar on 30 September titled: How Educations happens in Africa - The PSK department participated in the side event of the 2019 Statutory meetings promoting Humanitarian principles through Humanitarian trails, dialogues and fishbone discussions on Humanitarian Education and brainstorming on how to operationalise the IFRC Education Strategy. - Working with DCPPR unit on Youth engagement in DRR and Climate Change policy by IFRC and advocating for partnerships on this with the AU through our IFRC AU mission representatives - Initiatives for the role out of YABC is being pursued with French red Cross as discussions during the Solferino meeting indicated that the opportunity for this support still exists and this will be pursued vigorously during the second half of 2019. - Distributed YABC toolkits during the GA to more 11 NS in preparation for the roll out of YABC in their NS - An YABC project which uses football as peace building tool for refugees was initiated between Qatar RC and IFRC with 3 NS one of which will be Uganda representing Africa region. A signing ceremony held during a side event in Geneva during the 2019 Statutory meetings
<p>Highlight Major Challenges:</p>	<ul style="list-style-type: none"> - Inadequate budget to maintain staffing and supporting youth programme activities.

Information Management

<ul style="list-style-type: none"> • Support IFRC and NS in Information and Data Services. 	
<ul style="list-style-type: none"> a) Maintain and further develop the Africa Operation Room b) Improve regional data collection and processing systems c) Coordinate the development and improvement of information management systems, tools and procedures of the region. 	<ul style="list-style-type: none"> • Major improvement has been made on the Operational Support section with PGI, ADMAG, Youth and Volunteer and Surge pages in Ops Room. • Activities geared towards updating of the branch data, INFORM index, Governance Data and DRR Mapping is ongoing • Constant update of the Ops Room which acts as a one stop shop for information. This included the curation of the Disaster Law page in English and French versions • Supported the development of 15 BOCA dashboards using PowerBi for SSRC • Supported SSRC in developing KOBO questionnaires in support of their relief activities • Lead a brownbag session at the regional office on Missing Maps and the Volunteer Management • Publication of the DRM strategy for Ghana RC including leading the IM technical sessions.
<ul style="list-style-type: none"> • Provide and support regional IM Coordination 	
<ul style="list-style-type: none"> a) Define the regional Information Management and Knowledge Management strategy and work with the various departments and national societies to implement this b) Maintain and expand the regional network of IM people of the National Societies to facilitate and promote knowledge exchange within the region. 	<ul style="list-style-type: none"> • Developed TORs for the IM Africa Strategy, IM Working Group and IM Partners Group. • Initiated a Skype IMWG forum with membership of 8 National Societies and 16 participants. • Working with EA Cluster to develop preparedness strategy and plan of action. • Through the East Africa joint, IM, PMER, PGI and CEA network facilitated several sessions on humanitarian data analysis and modelling. • Participated in the SIMS (Surge Information Management System) • Coordinated 5 mapathons (Kenya, Uganda, Sierra Leone, Mali and Guinea) in the region to commemorate the Geo Week
<ul style="list-style-type: none"> • <i>Provide Data Visualization support which is also extended to IFRC departments/units</i> 	
<ul style="list-style-type: none"> a) Use data collected to provide initial analysis to support operations and humanitarian decision making. b) Prepare or support preparation of reports by providing data analysis, maps and dashboards. c) Prepare or support in developing 	<ul style="list-style-type: none"> • Supported logistics unit to develop weekly infographics for their reporting • Supported DCPRR with maps and infographics for JTF meetings, Emergency appeals and reporting on numerous occasions. • Additions to the Africa Operations room include improving the Organizational Support section with the PNS Mapping, EA Cluster, Health, Youth and Volunteer Indicator and Trainings Dashboard sections. • Through the Missing Maps platform mapping data sets were generated for preparedness and response activities

tools for data collection	
<ul style="list-style-type: none"> • Provide IM Capacity Building to National Societies and IFRC staff 	
<ul style="list-style-type: none"> a) Build data literacy at the level of decision making and operations by engaging NS and IFRC staff b) Provide technical advice to National Societies in order to improve their capacity on data collection, analysis and data driven decision making c) Identify training needs on data collection, analysis and visualization. 	<ul style="list-style-type: none"> • IM Workshop was successfully held between April 22nd – 26th for East Africa Cluster PMER/IM focal points. • Provided in house GIS training to PMER • Working with 510 Initiative to ensure data preparedness through mapping in Uganda, this pilot will inform future cooperation with the CP3 and PGI units. • Formation of the IM Working Group where peer to peer learning, induction and sharing of best practices is fostered. • Supported South Sudan to develop TORs for their IM department • Worked with IFRC Data Literacy Lead in GVA to share materials with the National Society i.e. data literacy playbook and presentations. • Resource materials, notes and teaching aids have been developed for: - <ul style="list-style-type: none"> a. Excel b. Python c. Power Bi d. QGIS • South Sudan Red Cross IM and PMER Data teams training on collection, analysis and visualization of data. • Rolled out the excel certification course for NS • Organised and facilitated the regional Emergency Needs Assessment and Planning workshop • Through the Learn to Change initiative NS and IFRC staff were trained on organisational change. This also cumulated in a workshop in London.
<p>Highlight Major Challenges:</p>	<ul style="list-style-type: none"> - Information Management by the National Society is a relatively new field, whilst most NS have identified this as a major gap within their daily operations, there is lack of investment to take up IM. - There exists a wide variety of tools and information systems promoted by different PNSes, this leads to lack of standardization and coordination. - Information Management principles (data protection, security etc.) are not adhered to within IFRC and NS due to lack of appreciation and comprehension of the Information Security Framework. - Low levels of Data Literacy among NS - Knowledge retention is weak due to staff turnover and lack of adherence to data quality/management guidelines

- IM not included in Country or Cluster plans

Protection Gender Inclusion

Number of Africa National Society programmes and operations prevent and respond to Sexual and Gender Based Violence ensuring that NS staff and volunteers equipped to effectively handle SGBV cases and NS have a clear referral pathway and survivors are fully supported with an understanding of the survivor centred approach

- 27 April – 2 May 2019 technical support was offered to South Sudan Red Cross (SSRC) and Netherlands Red Cross supported SGBV Project in Terekeka and Juba as well as the newly established Protection National Disaster Response Team (NDRT) through rollout of IFRC ‘Joint Action for Prevention and Response to Sexual and Gender-based Violence’ Training as a Training of Trainer.
- The participants were 23 in total with 20 participants from South Sudan RC, 1 ICRC, 1 Netherlands and 1 Danish RC.

The IFRC training contributed to three outcomes:

- Increased understanding of the opportunities and limitations for the Red Cross and Red Crescent to contribute to or build safe and resilient communities that include attention to SGBV.
- SSRC Protection NDRT members equipped with skills, practical tools and methods on how to integrate SGBV awareness and prevention or referral in emergency programmes and projects, including multi-sectoral coordination and basic monitoring and evaluation (M&E), taking a “Do No Harm” approach to SGBV, and making links to child protection, community engagement, and accountability measures;
- SSRC developed a set of next steps for continued training rollout
- Follow up meetings with Benin RC, Niger RC and Congo RC on capacity-building on SGBV prevention and response. Plans are under way for July - August 2019 for ‘Joint Action for Prevention and Response to Sexual and Gender-based Violence’ Training as a Training of Trainer in these countries.
- IFRC PGI team participated in developing an SGBV manual for community health volunteers that is being developed by Kenya Red Cross Society together with Ministry of Health.
- Project agreement with Norwegian Red Cross on SGBV case studies and peer-to-peer skills sharing pilot in the Africa region.
- SGBV prevention and response including referrals and preventive messaging was integrated in Mozambique Cyclone Idai response through two PGI surge deployments and recruitment of 6-month PGI delegate.

	<ul style="list-style-type: none"> - Three African National Societies (Burundi RC, Somalia RC, Democratic Republic of Congo RC) were included in the global IFRC SGBV appeal launched at the high-level conference in Oslo seeking 17 million USD for next four years. - IFRC intervened in a panel on SGBV prevention and response in humanitarian contexts during the Red Cross Red Crescent Commonwealth Conference on IHL in June. <p>18-24 August 2019 SGBV Training of trainers held in Benin for Benin RC staff and volunteers; 21 participants trained. 25-30 August 2019 SGBV Training of trainers was held In Niger for Niger RC staff and volunteers, 26 participants trained. The accomplishments in both trainings include the following:</p> <ul style="list-style-type: none"> - Participants were provided with practical skills and knowledge to raise awareness of SGBV and how to mitigate the risk of SGBV in their own work by using the IFRC Minimum Standards. - Participants were able to practice facilitation techniques and how to provide feedback which many found useful. - Action plans were developed with practical next steps to integrate SGBV prevention and response in work plans through continued training roll-out. - September – November 2019 worked with Kenya Red Cross society and DRC RC to document their good practice on SGBV prevention and response. KRCS good was printed and shared at the International conference.
<p>- African National Society programmes and operations ensure safe and equitable provision of service considering different needs based on gender and diversity ensuring that</p>	
<ul style="list-style-type: none"> • National Societies programmes and operations take into consideration gender and diversity and meet the needs of the most vulnerable in society, • Effective disaggregation of 	<ul style="list-style-type: none"> - 15-17 May 2019 technical support was offered to Gambia RC on PGI mainstreaming in all programs and projects including in emergency response through rollout of IFRC Seven Move: PGI in emergencies training. The training participants included volunteers, program staff including the Gender and Diversity focal point of Gambia RC. There was representation from all 7 branches of the Gambia RC and the headquarters. (9 men and 9 women) - Preparations under way to conduct a sex, age and disability disaggregated data pilot project with one National Society in the region. This will be used as a learning as well for other National Societies to learn from and have more National Societies disaggregating data. The pilot project will be done with Kenya Red

<p>data by NS in all projects on Sex, age and disability which will ensure NS and IFRC have a clear understanding of who has been reached and what needs to be done to ensure the most vulnerable in the communities are not left out.</p>	<p>Cross as doing some work on disability and have started the discussions on disaggregation of data on sex, age and disability.</p> <ul style="list-style-type: none"> - PGI minimum standards are being applied across sectors in Mozambique Idai Cyclone response. Ebola Virus Disease One International Appeal was supported through strengthening of Code of Conduct briefings and existing feedback mechanisms to handle sensitive complaints. - Global Gender and Diversity Network meeting was hosted by the IFRC Africa PGI team in Nairobi. The Network was successful in increasing its membership from African National Societies with Cote d'Ivoire RC and Gambia RC joining the newly elected steering committee. - In July 2019, newly appointed gender and diversity focal persons from 7 National societies were trained on Protection, Gender and Inclusion basic level using the IFRC Seven Moves package. Eight (8) participants from National Societies and four (4) from IFRC regional office. Objectives of the training were: <ul style="list-style-type: none"> - To train the candidates in theory and practice of PGI - To develop achievable and relevant focal person workplans - Supported disaster law team in undertaking research to write and launch Uganda country case study report "Effective law and policy for addressing child protection in disaster risk management" This advocacy report was the first to look in detail at the role of children in disaster laws and policies. The findings of the country case study will inform the drafting of national disaster risk management bill. - Participated in the development of the Social Inclusion Framework 2019 and ensured participation of National Societies in the region. - 21-22 Nov 2019 organized and held a workshop on collection of data on disability. Built the capacity of PMER and PGI focal points in National Societies from East Africa on disability rights, collection of data on disability using the Washington group of questions. Twenty-two (22) participants attended. We will now start piloting the Washington group of questions with some of the National societies who attended the training.
<p>- Improved Information management and coordination on gender and diversity for IFRC and National Societies</p>	
<ul style="list-style-type: none"> • Continued mapping and 	<ul style="list-style-type: none"> - IFRC now has a PGI page on the virtual Operation Room providing up to date information on activities

<p>documentation of African National Society work on gender and diversity/PGI.</p> <ul style="list-style-type: none"> • IFRC Operations room includes policies on protection, gender and inclusion and has a PGI button where activities on PGI and NS work can be accessed in the Operations room as well. • Develop tools on collection of data for NS to easy report and capture information on gender and diversity/PGI work. 	<p>happening in the region including what National Societies are working on with regards to PGI, IFRC updates and upcoming trainings. Now anyone can use the link for the Operations Room and get information on PGI in the region.</p> <ul style="list-style-type: none"> - The PGI team in the region started a quarterly newsletter called PGI Africa Newsletter that provides information on PGI updates on what is happening in the region from IFRC and National Societies. The PGI Africa Newsletter 1st Edition was developed and shared in March 2019 and in June 2019 PGI Africa Newsletter # 2 edition was shared to National Societies and IFRC offices.
<p>Highlight Major Challenges:</p>	<ul style="list-style-type: none"> - National Society leadership not taking PGI/Gender and Diversity as a priority therefore it is not included in their plans including strategic plan. Therefore, it is not easy for gender and diversity focal points to make progress in their plans. - PGI/Gender and diversity is not included in many proposals yet now most donors want PGI included proposals as requirement. Recommendation to share all major proposals with PGI team. - Not all National Societies have a gender and diversity focal point. Those who have gender and diversity focal points, the focal points have other positions as well like disaster management manager, PMER and sometimes makes it difficult to give time to PGI/gender and diversity. - There is not a lot of funding specific to PGI in some programs it is mainstreamed in other programs like in Health and Wash and therefore if the NS does not have PGI as a priority it is often left out.

