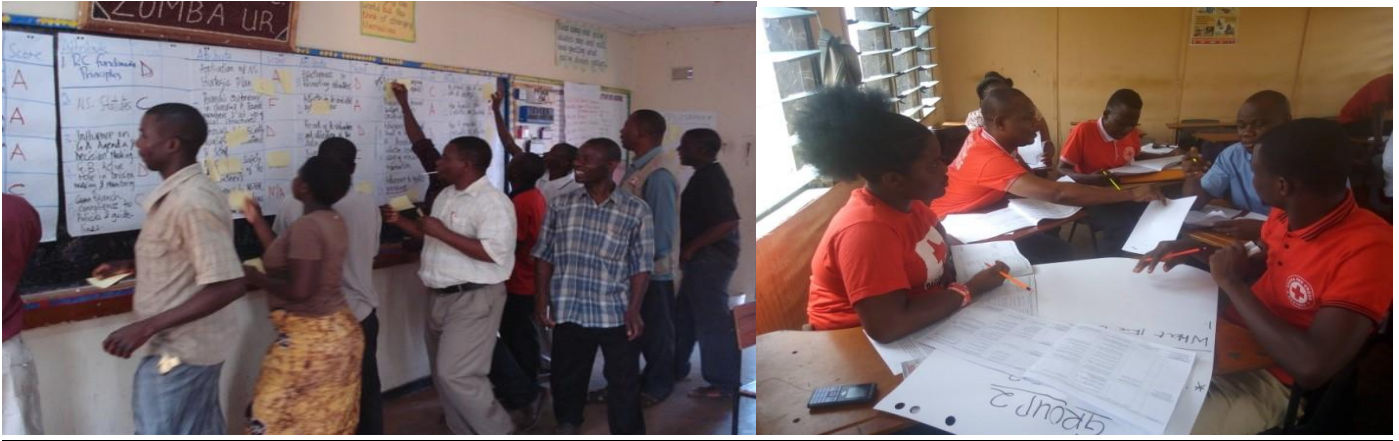


Africa Region- Annual Report-2018 (January to December 2018)



1. Report identification

<p>Towards building effective, accountable and resilient African National Societies by supporting NS development initiatives, strengthening Youth and Volunteering activities, effective information Management Systems and enhancing policy and knowledge sharing.</p>	
<p>Organizational entity: Policy, Strategy and Knowledge Department, Africa Region</p>	<p>Units: NSD / Youth & Volunteering/ IM /PMER/Gender and diversity/ social inclusion</p>
<p>Location: Africa Regional office, Nairobi</p>	<p>Date: 15 December 2018</p>
<p>Timeframe: 01/01/2018 to 31/12/2018</p>	

2. Introduction

IFRC Africa Road Map 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 NSD, enhancing effective information and data use and by strengthening Youth and Volunteering capacities across Africa. The PSK team will be further strengthened with the recruitment of a Gender, Diversity and Social Inclusion officer who will have the technical support of the PGI Global Advisor who is based in Africa.

The PSK team has been able to build on its successes last year with significant progress this 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’. Given below are some highlights chalked by Africa’s PSK department.

3. Summary highlights on the activities carried out in 2018

Strategy for Implementation 1: (SFI 1)	
Outcome	Activities
<p>1. National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, skills and capacities to deliver quality and relevant services to vulnerable communities in Africa.</p>	<p>Leadership development trainings for Governance and Senior Leadership to strengthen and build effective leadership and good governance amongst ANS. 8 ANS, namely, Tanzania RCS, Sudan RCS, Zambia RCS, South Sudan RCS, Nigeria RCS, Mozambique RCS, Sierra Leone RC and Botswana RC were provided with board inductions/ trainings for the governance (including branch governance) and senior management on ‘Leadership and Integrity’ which were most welcomed by the NS’s. The need to build credible and accountable NS’s is being acknowledged by an increasing number of ANS which is encouraging. The PSK/NSD team obliges all such requests for Leadership trainings/ Board Inductions.</p> <p>Provided technical support to 5 ANS in their strategic planning process, development of NSD Road Maps and at Partnership meetings. Tanzania RCS was supported in the development of the NSD road map and the designing and facilitation of its Partnership meeting helping the NS to forge partnerships with unconventional partners too. Sudanese Red Crescent, Burundi RCS and Sudan RCS were also supported to develop a NSD plan. Uganda RCS were supported to host their Partners meeting in Geneva which attracted many PNS.</p> <p>The senior leadership team of the Ghana Red Cross experienced a 3-day ‘Futures and Innovation’ workshop in February 2018 as an approach to leadership development. This was greatly appreciated and has generated a lot of ideas in the NS, to adopt this approach to leadership development.</p> <p>A regional level Leadership Forum titled ‘Towards building credible and accountable Leadership African NS’s can be proud of’ is being organized for the top leadership of all 49 ANS early next year. The main thrust of these Forums will be the emphasis on Leadership, Integrity and good governance.</p>

<p>2. Africa Regional Movement Induction Course (MIC) for new National Society leaders.</p>	<p>The second Regional Movement Induction Course (MIC) was held in June for new NS leaders. The Anglophone version was held in Nairobi whilst the Francophone was held in Dakar. A total of 37 New ANS leaders from Senior Governance and Management participated in the trainings. (10 females and 27 males) It was jointly organized by IFRC and ICRC displaying the spirit of the ‘joint approach in Africa’ between IFRC and ICRC. The format, content and delivery of the African Regional MIC mirrored the global MIC but contextualized to address the current challenges which face African National Societies.</p>
<p>3.Support for Constitutional reviews and update of ANS statutes</p>	<p>In keeping with the recommendation of the Pan African Conference to have updated statutes several African National Societies undertook to revise their respective constitutions and statutes which were outdated. The following National Societies were supported to revise their statutes through the guidance of the Joint Statutes Commission during 2018; Tanzania RC, Zimbabwe RC, South Sudan RC, Zambia RC and Liberia RC. Ethiopia RC is in the process of amending the ‘Charter Proclamation for Ethiopia RCS’ that will be approved by the Parliament whilst the Uganda RC act and Emblem Protection law is now before the Parliament.</p>
<p>4.Encourage and promote participatory governance processes to ensure good governance in ANS.</p>	<p>9 African National Societies namely, Lesotho RC, Zambia RC, Botswana RC, Ethiopia RC, Kenya RC, Sierra Leone RC, Madagascar, Congo and Togo held their General Assembly and elections this year. Angola RC had a transition in leadership in April whilst the South African RCS also had a transition of leadership in June followed by the AGM in July 2018. However, the NS is experiencing challenges with an unstable leadership which necessitated the high- level indulgence of the African Governance Group. (AGG)</p>
<p>5.Support ANS to Self-assess and plan their development process through the NSD tool of OCAC</p>	<p>PSK team continue to promote the OCAC tool as a ‘diagnostic’ for organizational development within the African National Societies. The Liberia Red Cross, Mozambique RCS, Sierra Leone RCS and Sao Tome and Principe RCS conducted their respective OCAC self- assessment workshops to identify its strengths and weaknesses and use its findings for its own development. The OCAC workshop in Cameroon had to be postponed due to unavoidable circumstances. Several OCAC workshops are planned for next year.</p>
<p>6. OCAC ‘dashboard’ in Africa Operations room.</p>	<p>An OCAC dashboard was created in the Africa Operations room which will endeavor to update all OCAC results in the last 2 years to ensure</p>



<p>7. Provide support to branch development promoting the BOCA tool and the development of Branch Development plans.</p> <p>Establish a BOCA ‘Resource centre’ in Africa in collaboration other RCRC partners.</p> <p>8. Technical Support to Pilot projects on Capacity Strengthening of National Societies in a ‘business not as usual’ manner</p> <p>9. Review of the Regional RCRC Networks</p>	<p>proper follow-up with NS on the implementation of recommendations.</p> <p>BRANCH DEVELOPMENT and BOCA - In line with our emphasis on Branch development, the PSK department conducted 5 BOCA Training of Facilitators (ToF) workshops in Nigeria RCS, Sudanese RCS, Ethiopia RCS, Sierra Leone RC and South Sudan RCS in 2018. Last year we conducted 3 BOCA ToT’s. According to a survey conducted recently, the number of BOCA self-assessments carried out by the ANS in the last 2 years is 138. Out of which 80 such branch level BOCA workshops were held this year.</p> <p>The process starts with adapting the tools to the local context, and with a 3- day training of BOCA facilitators. The outcome was the creation of a National Pool of BOCA facilitators for the NS who will in turn conduct BOCA exercises in all their branches Those facilitators are staff from the NS and will support branches to conduct their BOCA assessments. Each of the NS branch will then undergo a 2 days’ workshop with selected volunteers (and staff) to assess itself and develop a branch plan of action.</p> <p>Discussions are underway with Netherlands RC to support us to have a BOCA resource center in Africa.</p> <p>Collaboration with World Food Programme (WFP) The IFRC and WFP are collaborating in capacity strengthening pilots in 2 African NSs, where WFP are seeking to broaden their engagement with NSs away from their simply being implementing partners; but where WFP invests in their becoming stronger institutions. The above initiative being a result of the ‘Grand Bargain’ is ‘piloted’ in 2 Africa countries, namely Burundi and Sudan. The PSK team provides technical advice and assistance to the 2 ANS where the WFP is moving away from a ‘transactional’ approach with National Societies to a more ‘collaborative’ approach strengthening NS capacities not akin to the WFP in the past.</p> <p>The Africa Regional Office facilitated an independent review of the regional RCRC Networks to take stock of its functionality in the past years and to look at effective ways of ‘peer support’, collaboration and sustainability. The review was designed to understand what aspects have been successful and how to improve on this work going forward. It will generate a set of recommendations that will strengthen the RCRC Networks going forward.</p>
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10. Support to Regional Governance structures - Africa Governance Group, (AGG) and West Coast Governance group.

IFRC regional Office/cluster supported a AGG mission led by Dr. Abbas Guilet to South Africa to resolve a Governance crisis in the SARCS. Dr. Abbas Guilet and team engaged the SARCS Governance in a bid to resolve the current crisis in SARCS. Dr. Abbas has been appointed as a special envoy for IFRC for high level engagement, peer support and mentoring.

Assisted the Regional Director, to conduct a Leadership retreat for the West Coast NS leaders (Presidents and SG's) in Accra. The retreat provided a forum for effective dialogue and deliberations to explore the gaps in NS Leadership and how to overcome these challenges faced by the ANS enhancing integrity and accountability within ANS.

11. 'Seed grants' for Capacity building/strengthening of ANS and Capacity building Fund (CBF)

Backed by the success of the 2017 Seed Grants for capacity building program whereby 35 ANS benefitted, the IFRC regional office this year too (2018) a seed grants program up to 10,000 CHF per NS was launched for the NS in Africa. It is intended to support ANS to kick start capacity building efforts which they were hoping for but lacked the necessary funding to implement. 40 NS received grant in 2018, 5 more than in 2017

In line with the IFRC Governing board decision to support NS needing urgent OD interventions to enable a rapid response to organizational issues such as integrity matters Togo RCS. Congo RCS and Madagascar RCS were granted 25 000 chf each from the secretariat which enabled the said NS s to comply with their constitutional obligations

12. Shared Leadership Network on NSD

Pursuant to a decision at the Partnership meeting held in January 2017 with Movement partners, the PSK team coordinates the 'Shared leadership Network' for National Society Development in the African region. This virtual "Network" ensures a collective and well-coordinated approach to African National Society development (NSD) issues based on national society priorities and needs in consultation with the ANS. The shared leadership "Network" consist of ANS, IFRC, ICRC, Partner National Societies (PNS). It is an initiative led by ANS with coordination support from the PSK team. In spite of our unstinted efforts to operationalize the Network in an effective manner we still encounter issues of ownership and lack of commitment from the Network members.

<p>13.Support the project on Digital Divide Initiative (DDI)</p> <p>14. Africa Operations Room</p>	<p>The PSK department supports the IT department to implement the DDI project which aims to enhance ICT capacities in selected ANS supported by the Icelandic RC/ IFRC Geneva. 7 ANS who underwent the initial 'ICT health check' received small grants to strengthen their ICT capacities through this project.</p> <p>The Africa Operations Room (http://ifrcgo.org/africa/) continues to be an online information hub for the movement in Africa and external partners. The first version was launched in 2017 and has been further developed during this year.</p> <p>The Operations Room is linked with the GO platform regarding data on emergency operations. Where the GO Platform only focusses on emergency operations, the Operations Room's focus is broader to also include information on e.g. HR, Logistics and WASH. The National Society Profile pages is becoming a more important part of the Operations Room. The Operations Room can be found at http://ifrcgo.org/africa/</p> <p>DCPRR operations have benefited immensely through diverse maps developed for operations in Africa. Most appeals and DREF requests have been submitted with a map indicating where the affected areas and our responses are.</p> <p>Accurate and more up-to-date data related to on-going responses is a must. Mobile Data Collection (MDC) tools using smartphones and tablets in the field is a very effective way to make this a reality. For the Africa Region, we are promoting the Kobo Toolbox as the default tool. Several National Societies are already using this tool and it is in alignment with the plans by the IM department in Geneva.</p> <p>Africa Compendium- The Africa Compendium brings together global and regional IFRC policies, strategies, frameworks, plans of action, guidelines, manuals and other useful reference materials. We've ensured that each policy, pledge or document is relevant and recent – the majority have been endorsed in the past five years – and easy to find within the compendium. This year the 'Compendium' went 'on line' and provides easy access to those ANS looking for relevant information on policies, strategies and other reference material.</p>
<p>Strategy for implementation 1 (SFI 1)</p>	
<p>1.National Societies with updated Youth Policies in line with the adopted 2017 IFRC Youth Policy</p>	<ul style="list-style-type: none"> - Have sensitised 50% of the African NS about the IFRC Youth Policy and most of these NS are in the process of reviewing to align their youth policies with IFRC Youth Policy. - Supported Tanzania RC and currently supporting South Sudan to

<p>2.Enhanced recognition, support and empowerment within ANS</p> <p>volunteer protection, empowerment</p>	<p>develop their Youth Policies</p> <ul style="list-style-type: none"> - Have had monthly updates from NS youth leaders sharing youth activities in their different NS and sharing on the best practises for learning purposes. This has been achieved using the social media platform which hosts all the NS youth leaders. - The department managed to get the regional office Youth and Volunteering Officer to attend the Volunteer Alliance meeting during the year in which key recommendations to ensure volunteers protection, recognition and empowerment within all IFRC regions are to be prioritised. Report was shared within the region. - Supported the Danish Red Cross to carry out a research in Volunteering in urban and peri-urban settings (<i>including informal settlements where relevant</i>) in Africa - with a focus on volunteer rights and protection. The research was conducted in Kenya, Madagascar South Sudan, Guinea (Conakry) and Democratic Republic of Congo, and the findings of the report was shared. The findings and recommendations point on the need to develop a volunteer operation model for programmes working with volunteers in the Africa region. - A first version of the volunteer management scorecard has been developed. This tool gives an indication on the status of a National Society's volunteer registration processes. - A volunteer database development was initiated during the first half of the year and the process is continuing during the second half this year. Arrangements were made with DAKTOS CONSULTANTS based in Nairobi to work with our IT and IM team to develop the database. With support from other young innovators from Kenya RC and Gambia RC, the database was developed and piloted in the Central African Republic (CAR) and will be revived and sanitised before being rolled out to other NS in 2019. - Promote e-learning amongst volunteers in NS and the training will be piloted with volunteers from Gambia Red Cross who registered interest in the initiative. - A draft volunteer Insurance model was drafted and is under review from Geneva Counterparts. This is meant to provide a reliable and robust insurance scheme that will ensure that most NS develop their own country specific models which will enhance volunteer protection while engaged in their various activities within NS.
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3.Implementation of the Youth Engagement Strategy.

Dissemination to two thirds of all ANS was carried out on the Youth Engagement Strategy (YES) although most of them still need training. Kenya RC has been identified and will be hosting a YES Toolkit Self-Assessment to test the toolkit in the African context. IEC Material to promote YES were produced in the form of T shirts, writing pens and flash discs which contains all Strategic documents and reports on Youth engagement in Africa and globally. More will be procured and distributed to all NS once more funding which is being sought is secured.

Technical support was given to the Southern Africa Youth Network in formulating their Youth Engagement position paper for consideration by the SAPRCS meeting in April 2018 and to Zimbabwe Red Cross Youth initiatives on implementation of the YES and consolidating their youth program development.

4.To ensure the IFRC Africa Youth Network becomes operational in promoting youth engagement at all levels

The youth network has held quarterly meeting online using skype to discuss the challenges and progress being made in youth engagement. Critical from these meetings is the need to have more strong and formidable Sub regional youth networks.

The Africa Youth Network has managed to have representatives in the following:

1. Movement Induction Course held this year in Nairobi
2. PACT meeting which occasional meets to deliberate on NS Development
3. Global OCAC Youth working group which seeks to integrate Youth Engagement into the OCAC indicators
4. Participated into the IFRC Working procedures consultancy initiated by the Governing Board and facilitated by the Youth Commission.

For the 1st time in Africa, IFRC Youth Commission met in Senegal Dakar for their regular meetings which was also attended by IFRC Vice President for Africa and Senegalese Red Cross.

Worked with Italian and French Red Cross to support piloting of YABC in one French speaking African National Society.

We held the 1st Africa Youth Network Executive meeting in early December where the young leaders were able to explore the gaps in youth engagement in the region and prioritised activities for 2019, amongst which include supporting NS to update their Youth



<p>5.To promote Humanitarian education trainings and activities in the region including YABC</p>	<p>Policies and implement the Youth Engagement Strategy (YES). A variety of strategies were formulated to enhance the impact of youth voice to enhance integrity in ANS.</p> <p>The department participated in Webinars on Humanitarian Education and are in the process of finalizing the HE mapping for the Africa Region and contributing to the Education think piece towards the HE Framework.</p> <p>Contributed towards the writeshop in Vienna on discussions towards IFRC Strategy on Education. This was after successfully a Humanitarian Education Event in the Africa Region, to explore on operationalisation of the 2017 Resolution on Education: related humanitarian needs.</p>
<p>6.PMER Provides technical support to improve operational performance of EAs and DREFs</p>	<p>PMER has provided and maintains systems for tracking performance of projects and IFRC operations. (OPEX, Mobile data collection and performance management system)</p> <p>Support has been provided to DCCPRR to establish a user-friendly performance management system to track progress on DREFs and Emergency Appeals. (OPEX)</p> <p>PMER proactively monitor reasons for overdue reports and take action to contribute to a decrease in the average number of overdue reports per month year over year by June 2018.</p>
<p>7.Improve engagement with service delivery to National Societies on PMER</p>	<p>PMER provided capacity strengthening for ANS based on priorities outlined by the ANS. This was done for Mali, Chad and Niger RC through a peer to peer learning approach. Opportunities provided for PMER staff within the region to provide support to other ANS including Rwanda RC and Mali RC to DRC, Zimbabwe RC to Nigeria. This process is set to continue with more ANS staff being provided opportunities to share their experiences.</p> <p>Direct capacity building and technical support on PMER by the regional office has also been provided to six ANS - for Sierra Leone, Uganda, Tanzania, Nigeria, Mali, Chad and Niger.</p>
<p>8.Strengthen learning from our programs and operations</p>	<p>This has been strengthened through ensuring high quality in evaluations and ensuring that recommendations made are clear with responsibilities and time frames. Discussions have also been held with Geneva to establish a global tool for tracking progress against recommendations. This will increase the use of evaluations as a learning tool.</p>

	<p>PMER team is summarizing our programs through various online tools that will increase real time learning and improvement of our programs. Some of the tools that have been used are Kobo and Power BI. This has been achieved successfully for Tanzania EA and others are still in progress for Somalia, Mauritania and Uganda.</p>
<p>AOF 6: Protection Gender and Inclusion/ Gender and diversity</p>	
<p>Protection Gender and Inclusion/Gender and Diversity</p>	<p>Dedicated Gender and Diversity Officer was recruited to support the Gender and Diversity mainstreaming and capacity-building in the region. In addition, Global Protection, Gender and Inclusion in Emergencies Focal Point re-located from Geneva to IFRC Africa Regional Office to provide additional support in strengthening the AoF 6 on PGI with focus on emergency response.</p> <p>In partnership with ICRC and Norwegian red Cross, IFRC hosted and facilitated the 4th Regional Sexual and Gender-based Violence (SGBV) Forum in Nairobi. The event marked the last Forum in its current form as the objectives of the Forum were successfully met over the four years. IFRC Minimum Standards for Protection, Gender and Inclusion in Emergencies were finalized and disseminated during the Regional SGBV Forum. 18 African National Societies present in the forum with three Presidents from National Societies present and committed to do more on PGI/GD.</p> <p>PGI/GD team provided technical support on the planning process for AoF 6 including revision of regional milestones. Technical support was also provided to Kenya Red Cross for Gender and Diversity Organizational Capacity Assessment as well as to IFRC Somalia RC in initial field assessment and development of a project proposal for PGI/GD.</p> <p>Africa region was represented at the Global Sex, Age and Disability Disaggregated Data Workshop in Geneva by the IFRC Gender and Diversity Officer. For data to be disaggregated including on disability, there is need for understanding disability rights. It was agreed between disability advisor and gender and diversity officer that there is need to have a similar training in Africa for IFRC staff and African National Societies in 2019. A concept drafted to get for funds for the training.</p> <p>During the reporting period, the Africa region saw its first PGI delegates from Kenya, South Sudan and Uganda who successfully completed the pilot PGI in Emergencies Professional training and assessment process.</p>

PSK CHALLENGES in 2018	<ol style="list-style-type: none"> 1. Depleting resources for NSD to in turn support African NS 2. Absence of NSD focal points at Cluster level. 3. Slow feedback from National Societies and some clusters. 4. Red emergencies claiming resources
PSK MILESTONES for 2019	<ol style="list-style-type: none"> 1. Continue strengthening NSD leadership development and programming through tailor made NSD support, MIC, OCAC, CEA. 2. Branch development through BOCA. 3. Volunteer development through enhanced data management systems 4. Mainstreaming Gender and diversity and PGI where needed. 5. Strengthening PMER systems/performance and accountability. 6. Promoting Humanitarian Education within the region. 7. Consolidating IM systems and Africa Operations Room.