



DIALOGUE BETWEEN IFRC AFRICA AND NATIONAL SOCIETIES REPORT

2020

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Contact us:

Requests for commercial reproduction should be directed to the IFRC Secretariat

Address: Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland

Postal address: P.O. Box 303, 1211 Geneva 19, Switzerland

T +41 (0)22 730 42 22 | **F** +41 (0)22 730 42 00 | **E** secretariat@ifrc.org | **W** [ifrc.org](https://www.ifrc.org)

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Mozambique

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Introduction

In September, October and November 2020, the IFRC Africa Regional Director initiated extensive consultations with African National Societies, Africa Governing Board member and Partner National Societies operating in Africa. The consultative dialogue focused on asking the membership the following questions:

- What are the three top new things you would like IFRC Africa Region to do?
- What are the three top things you would like the IFRC Africa Region to stop doing?
- What are the three top things you would like the ARO to do more of?
- Do you need any IFRC support with your governments? (African National Societies only)
- What is your preference for regular coordination and communication between ARO and National Societies?

In addition the Governing Board members were asked specific questions on how the IFRC Africa Region can support them to better discharge their global and regional duties, engage with African National Societies and how IFRC can support the governance before, during and after Statutory meetings.

The responses and feedback from the consultations were used to inform the development of the Africa Agenda for Renewal, to provide guidance for the IFRC Africa team to engage with members in Africa as well as to provide a baseline from which to measure progress.

IFRC would like to sincerely thank all the participants for the rich feedback and honest and constructive dialogue.

Summary

There were many areas of synergy highlighted during the consultation process, and the responses and feedback can be grouped into three major areas of consistency and alignment: 1) National Society Development (NSD) and Sustainability, 2) Operations Management and Programmes 3) Coordination, Communication and Advocacy

NSD and Sustainability

Throughout the consultations, members emphasized the key IFRC role in NSD and the need to focus resources on strengthening capacities of National Societies and developing financial sustainability. IFRC Africa should work collaboratively with National Societies to develop a comprehensive NSD plan which focusses on good leadership and governance, while helping to address issues of integrity, risk management, corruption, and statutes. Youth and volunteering programmes were highlighted as in need of particular attention to ensure the future of National Societies, and several members proposed that IFRC do more to encourage the new generation to join the ranks of leadership. Most members requested more support in developing domestic fundraising, including through stronger relations with governments, to become less reliant on external funding. The importance of allocating resource to NSD, not just to programmes was a key message throughout the discussions.

Operations Management and Programmes

Throughout the feedback it was emphasized that IFRC in Africa should provide continuous and timely technical support to National Societies, especially to coordinate major disasters responses. A clear message from members was for the IFRC to focus more on large-scale initiatives and stop allocating so much resource to smaller scale operations. The IFRC needs to be forward looking and move away from fragmented small-scale projects to large scale, pan-African initiatives that befit the image and credibility of the RCRC as the largest community-based humanitarian network. Bureaucracy was mentioned by many as a challenge in emergency operations, as lengthy processes can delay funding reaching the most vulnerable, and IFRC was recommended to review procedures around DREF and Emergency Appeals. Facilitation of peer support and regional or sub-regional networks were highlighted by many as an added value of IFRC support to National Societies, to foster knowledge exchange in technical areas. Several highlighted the important of having the right people with the right skills, and encouraged IFRC to look to African National Society local staff to deliver programmes and operations rather than automatically recruiting for international delegates.

Coordination, Communication and Advocacy

A major focus for several discussions was IFRC's central role in coordination. It was highlighted that IFRC Africa should listen to the needs of African National Societies, and engage in a two-way dialogue whereby each organisation is accountable to the other. IFRC should work with National Societies to ensure humanitarian services are provided to affected population with the right action, at the right time, right place, with the right focus and right capacity and at scale. The support includes humanitarian diplomacy on disaster laws for favourable policies and funding from national governments, reviewing of policies and Acts of Parliament to progressively support the work of National Societies, and positioning RCRC work with intergovernmental agencies like the UN, AU, SADC, ECOWAS, IGAD, EAC etc. More coordination meetings and initiatives were requested and it was proposed to revitalize regional and sub-regional networks such as RCNET, to enable greater synergy and collective action. IFRC Africa should also focus on external communications, to give visibility to National Society work in front of key stakeholders, and to speak with one voice.

Uganda

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Recommendations for IFRC Africa Region

NSD and Sustainability

- Develop a comprehensive Pan Africa NSD plan
- Invest in young people and support youth to become leaders within the Movement
- Prioritise financial sustainability of African National Societies throughout all programming
- Support African National Societies to grow their domestic resource mobilization capacities
- Engage and listen more to National Societies and to work collaboratively to address issues of integrity, transparency, financial sustainability, fraud and corruption.
- Strengthen the Governing Board's role in risk oversight, including the anticipation and assessment of future and emerging risks
- Continue to ensure that gender balance and diversity are a reality at all levels of the IFRC and National Societies, including in governance and in the governing bodies

Operations Management and Programmes

- Focus on fewer large scale, pan-African initiatives and work with National Societies to hand over smaller-scale projects
- Reduce bureaucracies that create bottlenecks at the IFRC and increase efficiency through straight forward consistent reporting and other procedures
- Bring in new, experienced and competent teams
- Look to African National Societies for staff recruitment and deployment
- Facilitate thematic and programmatic networks, peer support and knowledge sharing
- Learn from the COVID-19 global appeal and response to inform future funding and operational models

Coordination, Communication and Advocacy

- Organize regular calls with African National Societies, partner National Societies and African Governing Board members on specific thematic topics and areas of mutual interest
- Report to National Societies on IFRC progress against KPIs to enhance two-way accountability
- Put in place a mechanism for preparing National Society leaders for Statutory Meetings and following up afterwards to promote on a common agenda for the region
- Undertake joint planning and develop one plan per National Society for all partners to contribute towards in a coordinated manner
- Strengthen, revitalize and facilitate sub-regional networks
- Provide all key strategic and process documents and communications in both English and French as a minimum.
- Engage with African Union, governmental and inter-governmental bodies to advocate for favourable policies and financial support for National Societies
- Consolidate one regional ask to partners and avoid ad hoc requests for funding or human resources support.
- Work with ICRC to better define roles in fragile contexts and avoid competition

Central Africa Cluster

Top **new** things you would like IFRC Africa Region to do?

- Fragile political and humanitarian contexts require support with quick and effective disaster response, pre-positioning of stocks in local warehouse, supply of materials and equipment and fast access to funding
- Speed up DREF process, and arrange for a percentage of DREF to go to the National Society for salaries and other admin costs
- Technical and financial support, specialised training to strengthen operational capacity and training in managing and accounting for IFRC projects
- Capacity building and support to address specific challenges for Central Africa sub-region
- Support to define volunteer policy and help intensify volunteering activities
- Facilitate peer capacity building in the sub-region
- Organise sub-regional meetings for delegates, regional meetings for visibility and to create joint partnerships
- Closer cooperation between IFRC and National Societies with more frequent exchanges and leadership visits
- Work more on advocacy in cooperation with National Societies on national and cross-border projects
- Consult with National Societies on deployments of personnel to ensure the right people and skills, first assess whether the profiles exist within the National Society to save resources

Top things you would like the IFRC Africa Region to **stop** doing?

- Providing strategic, process and thematic documents only in English, instead ensure all documents are in official languages including French
- Deciding unilaterally on hiring of international delegates and RDRT, to the detriment of local staff; instead, give trained National Society staff the opportunity to be deployed within the sub-region
- Taking too long on DREF development causing last minute stress
- Allocating DREFs with no technical and financial support to manage
- Only providing funding for disasters; National Societies need support with fundraising for other projects





Top things you would like the IFRC Africa Region to do **more of**?

- Regular coordination, closer communications in sub-region and support to improve exchange of experience at COSNAC level
- Accompaniment in sub-regional initiatives, development of cross-border projects and strengthen collaboration and peer exchange
- Ensure equal access to IFRC resources, including online and Go Platform, by addressing the language issue
- Continue supporting National Society programmes, leadership training and strategic annual planning
- Support with project follow-up, preparedness activities and climate-based financing
- Update of the code of conduct and financial policies
- Support with logistics and materials for most vulnerable
- More accompaniment in local fundraising development and creation of structures for financial sustainability

Do you need **support** with your governments?

- Support with advocacy to involve National Societies more in humanitarian policies of the country
- Laws, status agreement and legal frameworks are needed for emblem, staff protection and disaster management
- Improve lobbying to the government for funding and subsidies to help the National Society become more financially independent
- Help with positioning and humanitarian diplomacy including through joint visits to the government
- Support to ensure the auxiliary role works both ways, whereby the National Society is a closer partner to the government in humanitarian matters and receives reciprocal effort from government

What is your **preference** for coordination and communication?

- Revitalise COSNAC
- More IFRC presence in country with local offices and regular physical meetings
- More visits from Regional Office leadership (e.g. annually)
- Online workshops and exchanges
- Support with communication technologies and platforms to enable effective conference calls
- Continue emails, regular communication and virtual exchanges



Eastern Africa Cluster

Top **new** things you would like IFRC Africa Region to do?

- More emphasis on NSD as driver of humanitarian action, capacity building for staff and volunteers, infrastructure development at headquarters and branch level (buildings, networks, telecommunications), bring financing as well as expertise to reduce reliance on external funding
- Review where IFRC focus is, reduce time and resources spent on programming to concentrate on core mandate, ensuring the right people with the right skills are in place to deliver
- Incorporate NSD into programming such as COVID-19 to be able to respond to future disasters and crises
- Provide resources and capacity to meet the needs of people affected by multiple disasters
- Support to youth to become the majority of the volunteer force
- Reinforce fleet: trucks, vehicles as well as boats to respond to inaccessible/flooded areas
- Improve efficiency and reduce bureaucracy to enable fast and effective access to funds for emergency response
- Improve transparency so that all resources allocated to National Societies reach National Societies
- Enhance innovation and find new ways of working
- Continue dialogue and individual exchange and organise more regular structured communications between IFRC and National Societies around issues that we face, follow our progress to be accountable to each other
- Facilitate more communication within the cluster to share experiences through peer exchange and improved coordination and develop cross-border programmes
- Revitalise thematic working groups and trainings
- Improve visibility of African National Societies in cross-border and regional fora, showcase the work at AU, EAC and other networks, advocating for support from these bodies
- Reinforce institutional capacity and plan long-term multi-year programming
- Learn from COVID-19 and how National Societies have responded, playing a major role in lower infection rates than other regions due to preparedness measures

- Coordination role with PNS, encouraging multilateralism where multiple bilateral agreements are putting pressure on National Societies, and facilitating both bilateral and multilaterals support where it works well
- Bring in non-Movement partners to support the work of the National Society
- Keep National Societies at the centre, focusing on local priorities of not those of Geneva
- Prioritise climate-based financing whereby prevention is known to be cheaper than response
- Follow up on statutory meetings resolutions for each member, and provide support with strategic documents

Top things you would like the IFRC Africa Region to **stop** doing?

- Allowing bureaucracy to delay emergency appeals process, instead assess capacity of all National Societies and treat them differently depending on their level of strength
- Stop taking the operational lead on projects, IFRC should guide National Societies instead
- Making decisions based on global priorities instead of the priorities of the National Society on the ground
- Keeping vehicles at the end of leasing arrangements, these could be donated to the National Society to build capacity
- Having meetings without the National Society present; each country is unique and the host National Society has to be the key

Top things you would like the IFRC Africa Region to do **more of**?

- Revive the regional thematic working groups e.g. on food security, Emergency Response etc.
- Strengthen youth programmes
- Reinforce ambulance services, help to professionalise these services and train paramedics and emergency medical team to an international level
- Support with advocacy and positioning
- Coordinate the PNS to help manage bilateral and multilateral programmes
- Develop more regional programmes X 5years
- Improve communications and visibility e.g. through a regular newsletter

Do you need **support** with your governments?

- Review again RCNET as a good platform to bring issues and to speak with one voice; RCNET would help to bring National Societies together to discuss common agenda and use it to advocate with AU, EAC, and other organisations
- Facilitate collective action to help to tap into more resources
- Support with advocacy and positioning, IFRC can help demonstrate that National Societies are part of a large international network
- Support to advocate for more funding from government and highlight relevance of supporting National Societies
- Take advantage of regional economic groups such as EAC to access financial support
- Support to lobby for emblem protection law with government

What is your **preference** for coordination and communication?

- Revive RCNET to boost dialogue between National Societies and IFRC, and to contribute to better coordination and joint planning through a structured approach
- Facilitate partnership meetings with visible participation



Indian Ocean Islands Cluster

Top **new** things you would like IFRC Africa Region to do?

- Support on humanitarian crisis, preparedness and response in line with Strategy 2030
- Reinforce NSD, attract funds which increase National Society capacities
- Increase technical support for capacity building for a well-functioning National Society
- Provide necessary resources and technical support, while enabling National Societies to make own decisions.
- Conduct needs assessments of all National Societies so IFRC can better understand and provide targeted technical support with a more coordinated approach
- Make clearer what IFRC can provide so National Societies can request support based on evolving needs
- Bring innovation and facilitate peer to peer support
- Support to create legal status

- Closer technical cooperation with IFRC and presence of IFRC in country
- Ensure all documents are translated into French
- Ensure the cluster office is sufficiently staffed to be transparent and efficient
- Eliminate bureaucracy and address lengthy processes mean funding comes late
- Support with how to use COVID-19 to advocate for more government support

Top things you would like the IFRC Africa Region to **stop** doing?

- Requiring a new separate Plan of Action for every small disbursement of funds
- Plan of Action being rejected by Regional Office and must be redone; if plans made in the cluster will be rejected by the region, allow National Societies to work directly with Nairobi to be more efficient
- Making decisions for the National Society from the outside, e.g. imposing changes of budget lines on the Plan of Action
- Comparing National Society to other countries and advising to do the same; each country has different specific needs
- Causing delays and gaps to funds reaching vulnerable people due to bureaucratic processes such as funds arriving in instalments which must be reported on before the next is released
- Providing funding too late by which time other organisations have already addressed the issue
- Sending too small amounts of money to be effective
- Asking for large amounts of information and reports in different formats

Top things you would like the IFRC Africa Region to do **more of**?

- Provide more capacity building and technical assistance and support
- Organise regional meetings for clusters
- Deploy resources and equipment where there is need
- More help with fundraising
- Facilitate coordination with PNS and PIROI
- Better communications to ensure visibility of National Societies and build regional comms team for disasters to share experiences
- Support with advocacy including for more financial support for small countries

Do you need **support** with your governments?

- Support to reinforce National Society position as key humanitarian player and to reinforce initiatives in humanitarian diplomacy
- Laws on humanitarian issues, tax exemption on humanitarian aid, and emblem protection are needed
- High level visits from IFRC to governments for courtesy calls and to emphasise role of National Society

What is your **preference** for coordination and communication?

- Virtual meetings within the cluster at least once a quarter
- Physical workshops and meetings when possible



Sahel Cluster

Top **new** things you would like IFRC Africa Region to do?

- IFRC should be closer to National Societies, set up local staff as IFRC focal points in countries to enable close interaction and continued dialogue; proximity is important even when not physically possible
- Better accompany National Societies in financial independence, fundraising and income generation activities
- Facilitate contacts with financial institutions such as AfDB to access loans and big investment for major projects
- Conduct a critical risk analysis with SWOT is needed to position National Societies to address the IFRC's five strategic priorities, now that COVID-19 has changed the world
- Put more effort into NSD, especially quality of leadership, strong management and motivated governance
- Stronger Movement coordination which puts the National Society at the centre so that they are not sidelined by PNS and ICRC
- Support to capitalize on improved positioning towards governments due to COVID-19
- Support with staffing, technical expertise and capacity building
- Support with structures and revision of statutes
- Help with digitalization, internet access and ICT equipment



Top things you would like the IFRC Africa Region to **stop** doing?

- Failing to get pilot projects off the ground; there are often good ideas which do not get implemented due to lack of funding
- Taking too long to make decisions around DREF allocations
- Heavy bureaucracy which reduces National Society confidence in IFRC; make the procedures lighter and faster
- Competition with National Societies, for example leasing vehicles and at the end the vehicle belongs to IFRC rather than helping the community

Top things you would like the IFRC Africa Region to do **more of**?

- Coordination and more communication, COVID-19 has shown how digital can be used to exchange ideas with Movement components in Africa and around the world
- More support with fundraising through training, structures, advocacy to governments
- More documents and communications in French and English to prevent Francophone National Societies being put at a disadvantage
- More presence e.g. open an office in Bamako where there are many NGOs and partners

Do you need **support** with your governments?

- Government processes can be slow, IFRC can support to keep sensitizing them to National Societies' role
- Support with advocacy for quicker actions and financial assistance

What is your **preference** for coordination and communication?

- Frequent meetings within clusters
- Use technology to adapt and work differently

Zimbabwe

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Southern Africa Cluster

Top **new** things you would like IFRC Africa Region to do?

- Increase organisational development investment in National Societies, making funds available through capacity building grants and seed funding such as NSIA
- Digitalise data for information and coordination
- Better and new fundraising strategies for the region:
 - Promote stronger partnerships and support amongst National Societies in Africa
 - Advocate with donors, ensuring the money given directly to the National Societies
 - Allocate funds for National Society financial self-sustainability
- Support National Society staff and volunteers from the region to join IFRC
- Modernise Red Cross Red Crescent, bring in young people and innovation, new teams, people and talent
- Be accountable and transparent; listen more to the needs of National Societies and improve communication of IFRC achievements and progress back to National Societies
- Advocate at SADC and AU level on behalf of National Societies
- Inform governments of their obligation to the National Societies to support and cooperate under Geneva convention
- Address bottlenecks, bureaucracy and delays
- More frequent regional meetings especially in preparation for statutory meetings
- Standardise planning and reporting tools
- Standardised documentation of how a National Society should be run
- Facilitate peer to peer support across the region to deal with crises e.g. leadership and integrity

Top things you would like the IFRC Africa Region to **stop** doing?

- Overloading with information, reports, meetings and emails during operations like COVID
- Requiring reports and plans in different formats with too tight deadlines
- Sending weak delegates and recycling profiles; National Societies need qualified, experienced people needed with the right skills to provide effective support
- Allowing communications with National Society or former National Society members which do not adhere to correct protocol
- Allocating small amounts of money and interfering with donations to National Societies
- Imposing views, instead listen more
- Bureaucracy and political which can cause delays

Top things you would like the IFRC Africa Region to do **more of**?

- Intensify capacity building (technical and financial), training, and roll-out of latest tools, specific to African context
- Provide continuous technical support, especially on issues of corruption, and accountability
- Maintain frequent engagement, listening, good communication, meetings and visits
- Consult more directly and regularly on African National Society needs and priorities
- Improve on timely support to National Societies especially during disasters, and continue to mobilise support through DREFs and Appeals
- Increase fundraising and sources of income
- Change in model of cooperation with donors, as it currently takes time until finances are available and funds are few
- Provide technical assistance in project development for fundraising
- More advocacy for financial support for National Societies
- More advocacy with UN and other International Organisations
- Encourage National Societies look to Africa for help and ideas, and provide more resources for peer to peer support
- Recruit more African workers to IFRC
- IFRC delegates of IFRC to act in accordance with mandate without interfering with National Societies' work, to monitor and serve but not control
- Make FedNet more user friendly

Do you need **support** with your governments?

- Technical support with line ministries (e.g. Ministries of Health and COVID-19)
- Support with humanitarian diplomacy, advocacy and policy influencing
- Support to access financial resources from governments
- Support with governments must be the right support at the right level, and through the National Society
- IFRC can help highlight the value of the Red Cross Red Crescent a link between government and community, while demonstrating the bigger international picture

What is your **preference** for coordination and communication?

- Hold virtual meetings quarterly or every six months
- Provide Quarterly update summaries on activities
- Continue strengthening regional networks,
- Revive the peer support, learning from Southern Africa best practices from the past
- Send technical visits to branches, not just OCAC and BOCA
- Ensure regular communication through proper protocol



West Coast Cluster

Top **new** things you would like IFRC Africa Region to do?

- Support in building strong and sustainable National Societies, professional capacity building for teams in communications, disaster, advocacy and resource mobilisation, a clear plan and budget for organisational development
- Close guidance through in-country presence
- Accompaniment in emergency response, contingency planning, management of DREF
- More engagement with new leadership and support new leaders with training
- Financial and technical support for National Society transformation plan
- Provide intelligence, forecasting and data to inform forward-looking programming and fundraising
- Support to define business models
- Technical support and investment in resource mobilisation development, not just training but joint action and approaches to donors and government
- Conduct audits and assessments transparently, and support external audits to help meet compliance issues
- Facilitate peer support, networking and mentoring within the region

Top things you would like the IFRC Africa Region to **stop** doing?

- Engaging and deploying staff and RDRT with proper consultation with National Society to secure the right profile
- Developing programme budgets which are less than 65 per cent allocated to end users
- Principle of non- interference, instead speak out and act when there are integrity issues without waiting for an audit

Top things you would like the IFRC Africa Region to do **more of**?

- Support National Societies to be financially sustainable, especially through local fundraising
- Improve volunteer capacities
- Facilitate exchange and learning between National Societies
- Technical support and expertise on quality programming
- Collectively work towards community participation and CEA to build resilience
- More transparency and accountability in management, procurement, financial, planning etc.
- Support with good governance, risk management and mediation
- Support with disaster preparedness and response

Do you need **support** with your governments?

- Support with launching dialogue, access to governments and advocacy
- Engagement with government to receive more funding or subsidies
- Support to influence legislation, disaster law
- The type of work we do, DREF support but we need Government to support. Federation can help to launch dialogue with governments.
- Support with diplomatic issues as not all efforts are recognized by ministries
- Help to make the National Society the partner of choice due to auxiliary role with government
- Visit from IFRC to government to improve visibility and positioning

What is your **preference** for coordination and communication?

- Regular meetings: quarterly or six months, review progress and challenges
- Virtual meetings work but physical meetings are more effective
- Set up task forces to follow up on meetings
- Continue regular communications between meetings

Africa Governing Board Members

How best can the IFRC Africa Region **support** the Africa Governing members to better discharge their global and regional duties?

- Support to prepare members for Statutory meetings and have a stand on issues and speak with a common voice. Preparation is essential to understand the issues, the background, our own interests, interests of other regions to be able to contribute better.
- Develop a common voice on key issues which require joint leadership, such as access to COVID-19 vaccine
- Increase communication and facilitate contacts and dialogue with National Societies and Vice-Presidents of regions through visits and regular virtual meetings to strengthen transparency, ownership, cohesion and alignment on the Board's decisions
- Coordinate and accompany the National Societies in their sub-regional groups, encouraging peer exchanges and mutual support
- Ensure involvement of Board members whenever there are visits to National Societies by IFRC
- Support to fully understand Board member duties at global and regional level. IFRC Constitution lists 19 duties, some of which are global but do not apply regionally, and discussion is needed to localise these duties
- Support to fully understand the constitution, strategy 2030 and Board members' roles and responsibilities so that we discharge duties better
- Provide timely information through summary reports on activities (e.g. COVID-19 report on Sahel good practice) to enable Board members to be properly briefed on their regions when participating in global meetings
- Timeline sharing of National Society challenges to enable early problem-solving
- Support to engage National Societies to pay statutory duties

How best the IFRC Africa Region can **support** the Governing Board members to better engage with African National Societies?

- Strengthen National Societies to be able to meet their humanitarian mandate, supporting NSD with more emphasis on localization, governance, leadership, auxiliary role, accountability, integrity, volunteering and financial stability
- Play a critical role in the review and study of new ways of volunteering and encourage National Societies in this exercise
- Support National Societies to access communications technologies such as MS Teams, Skype for Business, Edge and other platforms, and establish regular communications
- Inform National Societies they need to engage with Board members that it will not encroach on their independence
- Provide technical help through bilingual IFRC staff to avoid delays with translation
- Share comprehensive information on National Societies, the challenges as well as the progress and inform Board members early on National Society major issues so sanctions and other factors do not come as a surprise in global meetings
- Encourage a bottom up approach in National Societies so volunteers are in positions of power and autonomy

How best the IFRC Africa Region can **support** the Africa Governance before, during and after Statutory meetings?

- AGG is a vehicle for the leadership of the Board and needs to meet virtually and in person whenever possible
- Organise meetings before and after statutory meetings to ensure that everyone understands the issues on the agenda and can speak with one voice, with an agreed position for Africa in advance
- Strengthen the Governing Board's role in risk oversight, including the anticipation and assessment of future and emerging risks
- Set the tone for integrity and transparency by promoting the full implementation of the Policy on Integrity Protection and by strengthening the policy of zero tolerance for fraud and corruption
- Ensure that gender balance and diversity are a reality at all levels of the IFRC and National Societies, both in governance and in the governing bodies
- Promote and monitor the implementation of Strategy 2030 and ensure that it is reflected in all IFRC strategic frameworks, documents and priorities, including its Plan and Budget





Partner National Societies (PNS)

Top **new** things you would like IFRC Africa Region to do?

- Try not to undertake too many initiatives: be better at fewer things according to resources of IFRC
- Take forward global Agenda for Renewal and translate to Africa context
- Refocus on core functions and mandate, especially National Society Development (NSD)
- Create thinking spaces, bring strategic innovative thinking and enhance scenario planning
- Start planning earlier and integrate past learning from previous Africa crises
- More proactive and predictive HR planning

Top things you would like the IFRC Africa Region to **stop** doing?

- Positioning IFRC as an operator rather than a coordinator, instead IFRC should focus on coordination and big operations and make space for PNS to lead on bilateral operations
- Ad hoc and last minute resource, operational, and HR requests
- Competition with ICRC in protracted crises
- Competition for resource mobilisation internally and with partners
- Short term solutions for longer term capacity needs
- Large scale costly assessments where secondary data exists
- Separate NSD initiatives instead of a comprehensive plan
- Long administrative processes when support is offered to IFR

Things you would like the IFRC Africa Region to do **more of**?

- IFRC to take a strong lead role in **NSD coordination**, with a clear, comprehensive and structured NSD plan sharing responsibility between different components of the Movement, more structured
- Support National Society leadership to address challenges in **integrity, governance, risk management**, corruption, statues issues, working together with PNS, keeping them informed and reaching out to them for support



- Take lead on **coordination** as key focus, strengthening every Movement entity, learning from existing forums (COVID-19 management cell, ADMAG etc)
- Joint **planning** process with one plan per National Society, with African National Societies in the driving seat and coordinated fundraising
- Encourage **modern leadership**, promote youth network and bring new generation to National Societies
- Support to **volunteering** development and access to volunteer insurance
- Articulate collective proactive **advocacy and humanitarian diplomacy** on key issues linked to Agenda for Renewal e.g. Climate Change and Food Insecurity
- Support **fundraising development** at local level with National Societies
- **Learn from COVID-19** operation: operational framework with common indicators and fund allocation system, explore for other operations like food security
- Collect and map key **data** on Africa Operations Room
- Lead on **major emergency operations**, with timely and effective action, with the right people and resources
- Have an open, **transparent**, critical, accountable and problem-solving approach in order to build trust with partners

What is your **preference** for regular coordination and communication between IFRC Africa Region and National Societies?

- More frequent meetings, sharing ideas on specific thematic or geographic topics, more dialogue less one-way communications; IFRC to report back on global/regional commitments back to NSs.
- More dialogue with country clusters, consider most appropriate format and methodology between information sharing meetings vs coordination meetings
- Continue regular communication including on specific emergencies
- Virtual meetings as learning from COVID-19 situation which use less resources
- Stronger communication with National Societies so they are updated on tools, resources, opportunities etc.

ANNEX 1: PARTICIPANTS

Central Africa

Cameroon Red Cross
Central African Republic Red Cross
Congolesse Red Cross
Democratic Republic of the Congo Red Cross
Gabon Red Cross
Sao Tome & Principe Red Cross
Apologies: Equatorial Guinea Red Cross

Eastern Africa

Burundi Red Cross
Kenya Red Cross
Rwanda Red Cross
Somali Red Crescent
South Sudan Red Cross
Burundi Red Cross
Tanzania Red Cross
Uganda Red Cross
Apologies: Djibouti Red Cross,
Sudan Red Crescent

Indian Ocean Islands

Madagascar Red Cross
Comoros Red Crescent
Mauritius Red Cross
Seychelles Red Cross

Sahel

Burkina Faso Red Cross
Cabo Verde Red Cross
Chad Red Cross
Gambia Red Cross
Guinea Red Cross
Guinea Bissau Red Cross
Mali Red Cross
Mauritania Red Crescent
Senegal Red Cross
Written feedback: Niger Red Cross

Southern Africa

Angola Red Cross
Botswana Red Cross
Lesotho Red Cross

Namibia Red Cross
Eswatini Red Cross
South Africa Red Cross
Zambia Red Cross
Malawi Red Cross
Zimbabwe Red Cross
Apologies: Mozambique Red Cross

West Coast

Benin Red Cross
Cote d'Ivoire Red Cross
Ghana Red Cross
Liberia Red Cross
Nigeria Red Cross
Sierra Leone Red Cross
Togo Red Cross

Africa Governing Board

Abdoulazize Diallo, Vice President
Atola Gada, Board Member - Ethiopia
Elder Bolaji Anani, Board Member - Nigeria
Edson Mlambo, Board Member - Zimbabwe
Apologies: Ndinga Sedar, Board Member - Republic of Congo

Partner National Societies

American Red Cross
Austrian Red Cross
Belgian Red Cross (Flanders)
British Red Cross
Canadian Red Cross
Danish Red Cross
Finnish Red Cross
French Red Cross
German Red Cross
Italian Red Cross
Japanese Red Cross
Netherlands Red Cross
Norwegian Red Cross
Spanish Red Cross
Spanish Red Cross
Swedish Red Cross
Swiss Red Cross

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with **192 National Red Cross and Red Crescent Societies** and around **14 million volunteers**. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.