

## Africa Agenda for Renewal

### **A. Introduction: Strategy 2030 and Agenda for Renewal**

The IFRC Secretariat Strategy 2030 was approved and adopted by the Governing Board in December 2019. IFRC Africa Region is positioning itself to ‘work for and with’ membership to ensure strong, relevant and sustainable African National Societies that are able to directly and collaboratively implement the five strategic priorities and the three Enabling Approaches and deliver on the Strategy 2030.

To operationalise Strategy 2030, the global **Agenda for Renewal** was developed to position the IFRC as a **Focused, Engaged, Accountable** and **Trusted** secretariat. The Agenda for Renewal also outlines transformative priorities to enable it to meet the four objectives above. It is on the global Agenda for Renewal that Africa’s Agenda for Renewal is anchored and seeks to transform the Africa National Societies to achieve Strategy 2030, and the objectives set on the Plan and Budget 2021-2025. Africa’s Agenda for renewal therefore contextualises the global agenda for renewal to fit the context of Africa National Societies.

### **B. Strategic Priorities: Led by Feedback from National Societies in Africa.**

To achieve the above contextualization, the Africa Regional Director initiated extensive consultations with African National Societies, Africa Governing Board and Partner National Societies operating in Africa.

The responses, feedback and requests from the consultations were analysed and grouped into three major areas of consistency and alignment namely: 1) **National Society Development and Sustainability**, 2) **Coordination, Communication and Advocacy**, and 3) **Operations Coordination and Management**.

Based on the feedback, IFRC Africa commits to the following:

#### **1. National Society Development and Sustainability**

IFRC Africa will proactively engage and listen more to National Societies to understand their internal dynamics and to work collaboratively with them to address issues of integrity, transparency, financial sustainability, fraud and corruption. The support for crises should not only be limited to humanitarian response, but also leadership issues and crisis like corruption. IFRC should make available early warning tools and mechanisms to address leadership crisis at an early stage and support enhanced accountability. To achieve these, the IFRC will:

- Set the tone for integrity and transparency by promoting the full implementation of the Policy on Integrity Protection for National Societies and by strengthening the policy of zero tolerance for fraud and corruption, to preserve and develop confidence in principled humanitarian action to build strong NSs and a solid IFRC.
- Advocate for support for National Societies by international and national governments through intergovernmental agencies like the UN and subregional bodies for favourable policies and financial support. The aim will be to reduce over-dependence on foreign financial and technical support.
- Capitalize on the momentum, resources and opportunities to support African National Societies to grow their domestic resource mobilization capacities.
- Prioritise financial sustainability of African National Societies throughout all programming.

- 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.
- Put more emphasis on localization, governance (Activation of the Africa Governance Group), leadership, auxiliary role, accountability, integrity, volunteering and financial stability.

## 2. Coordination, Communication and Advocacy

With African National Societies at the centre, IFRC in Africa will efficiently and timely mobilize resources for humanitarian response through DREFs, Emergency Appeals, and other programming initiatives in a coordinated way to support African National Societies to render humanitarian services to the affected population with the right action, at the right time, right place, with the right focus and right capacity and at scale. This support includes humanitarian diplomacy and disaster laws for favourable policies and funding from their 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., reminding them of their obligation to support the RCRC Movement as part of their commitment to Geneva conventions.

The IFRC will equally provide technical support to National Societies in their engagement with line ministries. The technical support may include availing resource persons, advisories, data, or valuable evidence that inform government planning. This type of support will help enhance visibility and relevance of the National Societies to their national governments. Communication between IFRC Africa and the National Societies should become a true dialogue, i.e., the IFRC will also report and be accountable of its achievements to members, and cumulative achievement of the membership to the National Societies with respect to PAC Indicators and other high-level commitments.

To achieve the above, IFRC Africa will:

- Put in place a mechanism for preparing National Society leaders for Statutory Meetings to help them agree on a common agenda for the region.
- Create a culture of internal and external evaluation to increase transparency and information sharing.
- Share reports with National Societies so that they can learn from and appreciate what is happening and lessons from the wider RCRC network.
- Promote and apply [Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance](#).
- Support African National Societies in strengthening community engagement and accountability and other key cross-cutting issues.
- Strengthen sub-regional networks, revive peer-to-peer support and encourage technical visits aimed at capacity building at both HQ and Branches.
- Advocate for an improved FedNet and other federation platforms that are more user friendly and inclusive for National Societies usage.
- Involve African National Societies in donor communications and engagements to build their partnerships portfolios and experience.
- Put in place proper communication protocols that use appropriate channels.

- Ensure linguistics divide on the continent does not impede on the efficiency of IFRC support to the membership including by providing all key strategic and process documents in both English and French as a minimum.
- Undertake joint planning and develop one plan per National Society for all partners to contribute towards in a coordinated manner.
- 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.
- Organize bi-monthly conference calls on specific thematic topics and areas of mutual interest.
- Profile and promote visibility of the National Societies.

### **3. Operations Management and Programmes**

IFRC in Africa should provide continuous and timely technical support to National Societies especially during major disasters or crises. The African National Societies National disaster response system and teams should be linked with Africa Regional Rapid Response Personnel (Surge) system. The Regional Surge System needs to be designed to support the member African National Societies' humanitarian response efforts as well as promote peer support in strengthening members' response capabilities in non-disaster situation (peace time Africa Surge for peer learning and capacity building).

The IFRC needs to be forward looking and move away from project pilots and 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. IFRC should work with partner National Societies to hand over smaller-scale projects, operations and opportunities in a phased manner to avoid gaps in service provision.

IFRC Africa needs to continuously improve, advocate for and disseminate efficient tools, systems, and policies to;

- Reduce bureaucracies that create bottlenecks at the IFRC.
- Increase efficiency through straight forward consistent reporting and other procedures that reduce the burden on National Societies.
- Bring in new, experienced and competent teams who have new energies and ideas, and to stop recycling profiles.
- Support and encourage more African National Society staff into IFRC positions based on competencies.
- Focus on a limited number of major initiatives and allow National Societies to take the lead on smaller-medium scale operations.
- IFRC should be more predictive in defining support to National Societies for the short- and long-term initiatives.
- Strengthen thematic and programmatic networks, peer support and knowledge sharing through Sub-Regional Disaster Management and Health Networks and Africa Disaster Management Advisory Group (ADMAG) and other relevant technical forums.
- Ensure close communication between IFRC and the National Society technical teams – listening to them, filling gaps, understanding their needs and capabilities and using this information to inform IFRC planning.

- Learn from the COVID-19 global appeal and response to inform future funding and operational models

### C. Operationalizing S2030: Africa Agenda for Renewal Strategic Flagship Initiatives

In line with the requests from National Societies in Africa, the IFRC Africa Region will be embarking on initiating and scaling up transformative initiatives that are Pan-African, ambitious, locally driven and in line with the Agenda for Renewal across multiple African countries from 2021 to 2030.

1. **Pan Africa National Society Development and Sustainability**, with focus on integrity, risk management, fraud, corruption, good leadership, good management, good governance, developing branch capacities, following-up on OCAC and improving BOCA Plans of Action, supporting leadership skills, domestic resource mobilization, volunteer/youth development, improved membership coordination). These will be coordinated and integrated with other programmes or initiatives to create synergies and avoid duplications.
2. **Africa Red Ready Initiative**, National Societies across sub-Saharan Africa provide humanitarian and recovery services to people and hard to reach communities in every country, province, and locality. The Red Ready initiative will focus on strengthening disaster operations management, coordination and accountability through localization and practical implementation of the outcomes of existing IFRC National Society Development approaches and other capacity building programmes. The target will be to have up to a maximum of 25 National Societies that have completed the Red Ready implementation cycle with demonstrable impact by being able to: **provide timely response to humanitarian needs, at local level**, according to its mandates; and **to receive, manage and be accountable for resources which facilitate effective response** by 2025.
3. **Pan African Tree Planting & Caring**, building on the success and experiences from many African National Societies' previous and existing tree plantation and care activities, the IFRC will inspire and support the African National Societies to make bold commitments and efforts for planting and caring of billions of trees across Africa by 2030. The National Societies will be able to mobilize the power of their humanitarian mission, auxiliary role, network of millions of volunteers and thousands of branches. They will effectively engage, youths, farmers, general public, civil society organizations, international and regional agencies, governmental entities and other key stakeholders in this continent-wide tree planting campaign, aligned to respective national government environmental and forest restoration plans and programmes.
4. **Pan African Food Security and Livelihood Initiative**, The African National Societies have extensive experience in livelihood and food security interventions and programmes. However, fragmented small-scale interventions cannot make visible impacts and it has limitation in generating resources at optimum levels. Hence, the IFRC is launching the Pan-African Flagship initiative "Promoting Climate Smart Livelihoods Together for Zero Hunger in Africa". This initiative will be integrating WASH, community health and other relevant interventions. A ten-year Pan-African initiative to reduce hunger across the continent will be implemented, with the goal to save lives, protect livelihoods, reduce poverty and reach zero hunger for at least 25% of vulnerable people in Africa by 2030.

5. **Pandemic and Epidemic Preparedness**, African National Societies respond yearly to various scales of epidemic outbreaks and address health inequalities amongst underserved populations via community-based health interventions. The IFRC will ensure continuation of the ongoing multicountry epidemic, pandemic and cholera preparedness (One Wash) initiatives with the aim of going to scale and exploring synergy across other initiatives. The Pandemic Preparedness initiative as entry point to Universal Health Coverage will reinforce and strengthen the role of National Societies as auxiliaries to governments on public Health matters.

**D. Crosscutting Strategic Enablers will underpin the delivery of the above highlighted initiatives namely: Humanitarian Diplomacy, Partnerships, Innovation and Digitalization, Membership Coordination and Movement Cooperation.**

### **Humanitarian Diplomacy**

The IFRC Africa Region will support African National Societies work to be profiled from the communities to country, regional and global levels and forums as the authentic voice of the most vulnerable population. IFRC will leverage on its mandate to connect African National Societies to global, regional and national initiatives, opportunities and commitments to deliver on their mandate to communities in an efficient, effective and **Engaged** manner. Such initiatives and commitments include the Sustainable Development Goals, Grand Bargain, Global Health Security Agenda, Global Cholera Elimination Agenda, Great Green Wall Initiative to mention a few.

### **Partnerships**

IFRC Africa will pursue major strategic partnerships, leveraging its International Organisation status to access resources in support of the region. IFRC Africa will enable partner and African National Societies to lead on project funding opportunities in the spirit of non-competition between members. To increase **accountability** to donors, partners, National Societies and communities, IFRC Africa will continuously drive standards in donor stewardship, grant management, implementation and reporting. IFRC Africa will actively engage in global efforts to review systems and develop new financial models for the collective benefit of the membership.

**Innovation and Digitalization:** Digital transformation is key in improving community engagement, communication, fundraising, data-driven decisions, reporting and **accountability**. National Societies will be supported to establish relevant foundational IT infrastructure systems. The IFRC will explore innovative and modern ways of supporting NS volunteer recruitment, retention and management.

**Membership Coordination and Movement Cooperation:** The IFRC Africa Region will ensure the implementation of SMCC 2.0 in Africa takes into consideration the recommendations made by National Societies to improve operational efficiency and effectiveness through improved business and operational models, localization and knowledge exchange. The RCRC reference centres and other RC knowledge hubs will be fully exploited and connected to National Societies in relevant programme areas for ambitious, quality and scalable service delivery. This approach will be positioning African National Societies as **Trusted** partner of choice by creating local impact through leveraging on the capacity and expertise of a global RCRC network. IFRC will work with African National Societies, partner National Societies and other external partners at country level to develop ambitious country plans that are owned by the National Societies and subscribed to by the membership and the ICRC.