

## TERMS OF REFERENCE OF A CONSULTANCY FOR THE REVIEW OF THE STRUCTURE OF THE ANGOLAN RED CROSS SOCIETY

In recognition of the rapidly changing political and social environment of the country, and its currently limited capacity to operate effectively to help meet the enormous humanitarian demands existing at present, the Angolan Red Cross Society in co-operation with the International Federation of Red Cross and Red Crescent Societies has identified the urgent need to review its structure and constitution.

### 1. Objective

Within the context of the present and possible future social, economic and political situation of the country and the prevailing limitations to the work environment, and bearing in mind the cultural and physical natures of the country, the Consultant(s) will review the present structure of the Angolan Red Cross Society and recommend how this should be altered, augmented and/or simplified to enable the Society to best respond to humanitarian needs in Angola. The recommendations must take full account of the Fundamental Principles of the Red Cross Movement, the Mandate of the International Federation of Red Cross and Red Crescent Societies, and the Federation's Strategic Workplan For the Nineties.

The consultancy is not a management or establishment audit, and so an assessment of the capabilities and capacities of the staff and volunteers of the Angolan Red Cross Society is outside its mandate. Nor will staff establishment figures be considered.

### 2. Expected Output

Specific recommendations are sought on the following:

i) The structure of the Society from General Assembly to Branch level, illustrated by an organisational chart covering both governance and work implementation functions and technical advisory arrangements, and clearly identifying all geographical sub-divisions, along with full details of office holders at all levels:

ii) Identification of the minimum number of permanent staff positions which should be salaried:

iii) Outlines of the roles, responsibilities and main functions of each committee or other representational body and each staff position, and clarification as to how and when these inter-relate, in respect of both lines of authority and of reporting:

iv) An indication of the minimum required levels of work experience and skills and abilities which staff in each position should have:

v) The exemptions and restrictions and reasons for disqualification in respect of all office holders, staff positions and committees, etc including lengths of service for elected positions:

vi) The changes needed in the present Constitution of the Angolan Red Cross Society in order to legalise (i) to (v) above.

vii) The recommended process with timetabled action plan to be followed to implement the above, and recommendations as to how to progress onto deciding policies and procedures pertaining to the consultancy ( ie. the drafting of job descriptions, the change to the staff establishment with a legal policy for any retrenchment and adequate compensation for lay-offs, the introduction of a new Constitution, standard terms and conditions of service for staff and volunteers, standard contracts of employment, etc ).

### 3. Consultancy Process

It is expected that the consultancy will follow the following process:

i) PREPARATION: Background reading of recent work and other reports, the Constitution of the Society, its present organogram, staff list, sample job descriptions of managerial positions, etc where available. This information should be sought from the Society through the Federation Delegation in Luanda:

ii) DISCUSSIONS: In Luanda and during visits to an identified cross section of provinces, representational of high and low levels of Red Cross activity and under the control of the various political parties ( this will depend on the prevailing security situation and the budget agreed for the consultancy re travel costs ). Discussions will be with elected officers, advisers to and senior staff of the Angolan Red Cross Society, and Federation Delegates in the Country Delegation and the Regional Delegation for Southern Africa, and possibly with members of the Federation Secretariat in Geneva. At the request of the Consultants, the Angolan Red Cross Society will assist in trying to identify and arrange meetings with relevant outsiders to clarify the political, social and economic situation and influences prevailing in the country, and to advise on any legal requirements and limitations pertaining to their mission.

iii) DRAFT REPORT: This will be (written and) discussed with the General Secretary of the Angolan Red Cross, the Head of Delegation for Angola of the Federation, and preferably the Head of the Regional Delegation for Southern Africa of the Federation together.

iv) FINAL REPORT: Amendments, omissions and additions to the draft report will be incorporated in a report which will become final once accepted by the Angolan Red Cross Society and the Federation's Secretariat in Geneva.

#### 4. Timing

The consultancy should commence as soon as possible. It is expected that a minimum of one week and a maximum of three weeks will need to be spent in Angola, with a further one week to complete the final report.

#### 5. Costs

All costs associated with the consultancy will be met by the Federation, either through its Delegation in Angola or by the Secretariat in Geneva direct.

ND The Consultants must refrain from any political involvement, observations or discussions at all times; this is most important in view of the delicate situation prevailing in the country at the moment.

## LIST OF BACKGROUND DOCUMENTS

1. 1994 UNITED NATIONS REVISED -CONSOLIDATED INTER-AGENCY APPEAL FOR ANGOLA - FEBRUARY - JULY 1994- Department of Humanitarian Affairs
2. 1994 UNITED NATIONS REVISED-CONSOLIDATED INTER - AGENCY APPEAL FOR ANGOLA - Annex: Project Summary February - July 1994
3. Relatorio "Contribuicao da Cruz Vermelha de Angola no dominio da saude e outros, Gabinete Tecnico - 1993
4. Aguilar, Renato & Stenman, Asa: Macroeconomic Studies, Angola 1993 - Back to Square One - Department of Economics, University of Gothenburg 41/93
5. Emergency Programming Linked to Development. Six Month Plan of Action: January - June 94, UNICEF - Angola.
6. Informe Final de Mission en Angola - Julio a Diciembre 1992 , by José Eugénio Roca Rivas
7. Situation Reports no.s 1, 2 and 3 of February and March 1994 on Displaced Persons in Angola
8. 1982 Angola Red Cross Society Statutes
9. 1986 Angola Red Cross Statutes
10. Proposal of 1991 of the Angola Red Cross Statutes
11. Progress Report on Centro Ortopedico Neves Bendinha, March 1994, Luanda, by Tommy Persson, Project Coordinator
12. Brief Presentation of the Centro Ortopédico Neves Bendinha
13. Mission Report to Angola - Assessment of Federation Activities in Angola in View of Needs and possibilities - May 1993, by Mr. Bö Backström, Dr. Joe Kreysler & Mr. Jean Jacques Maerel
14. Report on Mission to Angola by Mr. Cleopas Msuya, July 1994, Harare
15. IFRC Delegation in Angola Monthly Report Logistics, March 1994, Luanda
16. IFRC Delegation in Angola Monthly Report- Health, March 1994 - Luanda
17. UPDATE no.s 1,2 & 3 of January, February and March 1994, on ICRC Activities in Angola

## LIST OF PEOPLE MET BY THE MISSION IN ANGOLA

1. Dr. Martinho Ipalanga, Minister of Health
2. Mr. Albino Malungo, Minister of Assistance and Social Reintegration
3. Mr. Anders Möllander, Swedish ambassador in Angola
4. Mr. Alf Eliasson, First Secretary, and Representative of ASDI, Swedish Embassy, Luanda
5. Dr. Nicholas Alipui, Project Officer, Basic Services, UNICEF
6. Mr. Pedro José Van- Dunem, Secretary of State for War Veterans
7. Ms. Constance Brathwaite, Representative of the Lutheran World Federation
8. Mr. Jean Jacques Maerel, Head of Delegation, IFRC, Luanda.
9. Dr. Aleixo Goncalves, Secretary General, ARCS
10. Mr. Tommy Persson, Project Coordinator and Representative of the Swedish Red Cross in the Orthopedic Centre Neves Bemdinha in Luanda;
11. Mr. Leen Revallier, Project Coordinator and Representative of the Dutch Red Cross in the Orthopedic Centre of VIANA, IN LUANDA
12. Mrs. Cecilia Anshelm, Health Delegate, IFRC, Luanda
13. Christophe Harnisch, Head of Delegation, ICRC, Angola
14. Dr. Abel Silva, Head of Technical Department, ARC
15. Dona Alda do Nascimento, Head of Kikolo Project, ARCS
16. Dr. Joaquim Rodrigues da Silva, Lawyer, Legal Adviser to ARCS
17. Mr. Augusto Domingos Manuel, Director, Orthopedic and Rehabilitation Centre of Viana
18. Mr. Carlos Alberto da Silva, ARCS Delegate in Cuanza - Sul
19. Mr. Salvador Joao Zumba, ARCS Representative in Cuanza - Norte
20. Mr. Samuel Rosa Zinga, , Blood Section Coordinator, ARCS
21. Mr. José Domingos Gaspar, Medical Assistance Coordinator, ARCS
22. Mrs. Ermelinda Peninganga, Medicines and Equipment
23. Mr. Joao Sengo, Social Affairs Coordinator, ARCS

24. Mr. José Luanda, ARCS Representative in the Orthopedic Centre of Viana
25. Mr. Antonio Pedro Chiven, Volunteer, Benguela,
26. Mrs. Jacinta Jorge, Volunteer, Benguela
27. Mr. Ildefonso Cardoso, Secondary School Teacher, Member of the Spreme Council of the ARCS.
28. Mrs. Luisa Beatriz, Volunteer, Benguela
29. Mr. Simeao Caquete, Municipal Delegate of the ARCS in Lobito

## ANNEX IV

### PROPOSAL FOR AMENDMENTS OF ARCS STATUTES

The Consultancy Mission recommends an urgent adoption of the revised version of statutes of 1991, with following points to be considered:

- a) After no. 4 of article 1, the following sentence should be added:
  - " 5. In relation to public authorities, the Angola Red Cross maintains an autonomy which allows it to act at all times in accordance with the Fundamental Principles of the Movement." (Para.2 Article 2, of the Model Statutes)
- b) Maintenance of Article 5 of the 1986 statutes in replace of the Article 5 of the 1991 proposal.
- c) Elimination of no.2 Article 7 of the new proposal as it is a restriction to membership recruitment.
- d) Addition to the Article 8 of the 91 version of a no.4: "youth member".
- e) Reconsideration of definitions of active "member", "subscribing members" and Youth members", articles 10, 11, and new 12, respectively. The way the definitions are put exclude a big number of volunteers from participating in decision making of the Society.

The following definitions are proposed:

#### " Article 10

##### Active members

1. Active members are those persons who have agreed to give service to the Angola Red Cross and are registered as such by the Red Cross organs at Municipal level.
2. The First Aiders and blood donors are considered active members."

#### " Article 11

##### Subscribing members

Subscribing members are individual or moral persons who pay the annual subscription laid down by the General Assembly."

" Article 12

Youth members

Youth members are those who take part in Red Cross youth programmes, aged between 6 and 25 years old."

- f) Maintenance of article 12 of 1986 from no. 1 to no 7, and elimination of the distinction in rights between Active, subscribing and honorary members. This way the following wording should be eliminated:

- i) " A) Active";
- ii) "B) Honorary and subscribing: and its nos 1 to 3".

However, a new no. 6 should be introduced reading as follows:

- " 6. To receive the necessary training for the implementation of the activities in which they are participating or are doom to participate.

- g) The article 21 no.1 of the 1991 version should read:

" Article 21  
Election

1. The mandate of the elected members will be of a 4 year period, and in such a way that half of them will be replaced by others every two years .

- h) Article 23 d) should read:

" A representative of the following organisms:  
Ministry of Defense, Ministry of Health, Ministry of Youth and Sports, State Secretariat for Ancient Combatants, Ministry of Assistance and Social Reintegration, Ministry of Education, Ministry of Information.

- i) Article 24 no.1 and no.2 should read:

" 1. To elect, among the members of the Central Committee the President, Vice-President, Treasurer and the Executive Committee Members.

2. To elect the members of the Financial Commission ".

- j) The Article 25 of the 1986 Statutes should replace the article 25 of the 1991 proposal.



- k) In the Article 28 of the 1991 version should read as follows:

" Article 28

Composition

The Executive Committee is an organ of supervision and control of the implementation of activities of the Angola Red Cross and it is composed as follows:

1. President;
2. Vice-President;
3. Treasurer;
4. Four members ( Vogais );
5. Secretary General, ex-officio.

- l) The article 30 no. 1 of the 1991 version should be replaced by article no.30 nos. 1 and 2 of the 1986 version.
- m) The article 31 of the 1991 version should have a new no. 6 which reads:

" To authorize the Secretary General to hire , contract and exonerate the heads of Departments".

- n) Article 33 of the 1991 version should read:

" Article 33

Replacement of the President

In case of prolonged absence, the President will be replaced by the Vice-President, and this one by the First Vogal.

- o) The article 34 of the 1991 proposal should read:

" Article 34

Attributions

1. The Treasurer must be elected by the Central Committee and is ex-officio a member of the Central Committee, the Executive Committee and the finance Commission in order to give his advice on financial matters.
2. The treasurer will assure that the funds are being used according to the plan and budget approved by the Central Committee.
3. The treasurer will give his agreement to the decisions taken by the Secretary General on investment of the available funds

p) The article 37 no.6 and 7 should read as follows:

" 6. To agree on the hiring of the Provincial Secretaries by the Provincial Directorate.

7. To hire, contract and exonerate the Secretariat staff. In case of Heads of Department, he must seek previously the approval of the Executive Committee".

q) The Article 40 should be replaced by the Article 60, both of 1991 version.

r) The article 42 should come as article 59 of the 1991 version.

s) Article 44 no.2 should read as follows:

" 2. To approve the narrative and financial reports of the Provincial Council."

t) The Article 47 no. 1 and no.3 should read:

" Article 47

Eligibility

1. The mandate of the elected members will be of 4 years, and in such a way that half of them will be replaced, every two years.

3. The elected members shall not be Angolan Red Cross staff."

u) The Article 48 b) should be eliminated and 48 d) read as follows:

" A representative of the following Provincial government organisms:

The Ministry of Defense, the Ministry of health, the Ministry of Youth and Sports, the Ministry of Assistance and Social Reintegration, the State Secretariat of Ancient Combatants and the Ministry of Information.

v) The article 53 should read as follows:

" Article 53

Function and composition

1. The Provincial Directorate is an organ of management and supervision of the implementation of the ARCS activities in the Province.
2. It has the following composition:
  - a) President;
  - b) Treasurer;
  - c) Member ( Vogal )"

w) Article 57 should read:

" Article 57

Replacement

In case of prolonged absence he will be represented by the Vogal.

x) The article 67 no.2 should be eliminated.

y) The article 74 no.3 last part should include the following wording:

" ( Teheran 1973), and Resolution XX adopted by the XXIVth International Conference of the Red Cross ( Manila 1981 ).

## JOB DESCRIPTIONS

## 1. POST No. 100

1.1 FUNCTION: Secretary General

1.2 UNIT: National Headquarters

1.3 SUPERIOR: Executive Committee

## 1.4 MAIN OBJECTIVE OF THE POST:

The Secretary General is the chief Executive Office of the ARCS. He implements the decisions of the General Assembly as mandated by the Supreme Council and the Executive Committee. He directs the ARCS staff and is responsible for the work entrusted to it.

1.5 SCOPE: National and international

1.6 AVAILABILITY: Full time staff

1.7 SALARY SCALE:

## 1.8 MAIN TASKS:

- a) To organize the work of the ARCS staff so that the decisions of the governing bodies can be carried out effectively and efficiently, ensuring cohesion between the Executive Committee and the Secretariat at Headquarters;
- b) To supervise the production and implementation of annual and long term Plans and Budgets on national level, ensuring that all levels of the organization are involved in the process;
- c) To manage the financial, human and material resources of the ARCS in order to attain the stated objectives of the Society;
- d) To work towards expansion and development of the organizational coverage of the ARCS on local level, ensuring smooth relationship and cohesion between the Headquarters and the Branches through regular communication;
- e) To ensure good cooperation and coordination of actions with the other components of the Red Cross Movement in Angola;
- f) To ensure proper cooperation and coordination of actions between the ARCS, the Government and other agencies and organizations.

1.9 ACADEMIC QUALIFICATIONS: A University Degree

## 1.10 PROFESSIONAL SKILLS:

- 5 years in a senior management position at National level
- acquired skills in human and financial resource management
- good understanding of the Red Cross Movement and its principles.

1.11 LANGUAGE ABILITY: Portuguese and English or French or Spanish

2. POST No 101

2.1 FUNCTION: Head of Finance and Administration Department

2.2 UNIT: National Headquarters

2.3 SUPERIOR: Secretary General

2.4 MAIN OBJECTIVE OF THE POST:

To ensure a sound management of human, financial and material resources of the ARCS at all levels, to enable the Society to carry out its plans and programmes effectively and efficiently.

2.5 SCOPE:

- National, supporting 18 Provincial branches
- Direct managerial responsibility for Department of 13 staff

2.6 AVAILABILITY: Full time staff

2.7 SALARY SCALE:

2.8 MAIN TASKS:

- a) To set up and implement adequate working procedures throughout the organization to ensure sound and transparent administration;
- b) To prepare annual and long term Plans and Budgets in close consultation with other Departments and Provincial Branches;
- c) To set up and implement an accounting system necessary for adequate financial management, and capable of accommodating the requirements of donors for financial reporting;
- d) To ensure proper recruitment and management of human resources, both staff and volunteers, ensuring adequate benefits in conformity with the country's labour legislation;
- e) To ensure proper use and maintenance of the ARCS material resources, such as buildings, vehicles, and warehouses;
- f) To support the Provincial Secretariats in their financial, human and material resources management;
- g) To contribute towards the smooth running of the ARCS through active participation in the management of the Society in cooperation with other Departments.

2.9 ACADEMIC QUALIFICATIONS:

University degree in Business Administration, Economics, Accountancy or equivalent.

2.10 PROFESSIONAL SKILLS:

- 5 years as senior financial or personnel manager
- good understanding of the Red Cross Movement and its principles.

2.11 LANGUAGE ABILITY: Portuguese and English or French or Spanish.

3. POST No 102

3.1 FUNCTION: Head of Service Programmes Department

3.2 UNIT: Headquarters

3.3 SUPERIOR: Secretary General

3.4 MAIN OBJECTIVE OF THE POST:

To plan and coordinate ARCS Service Programmes and related activities in areas of health, community services, relief and disaster preparedness, as defined by the Society's governing bodies.

3.5 SCOPE:

- National, supporting 18 Provincial branches
- Direct managerial responsibility for Department of 13 staff.

3.6 AVAILABILITY: Full time staff

3.7 SALARY SCALE:

3.8 MAIN TASKS:

a) To plan and organize all ARCS Service Programmes, ensuring that they respond to the real needs of the population and are carried out effectively and efficiently;

b) To coordinate the different health related activities, such as Primary Health Care, First-Aid training, Blood donor recruitment, Medical service and the Orthopedic Workshops, to ensure optimal use of human resources and best results for beneficiaries;

c) To cooperate closely with the Programmes Support Department to ensure that all staff and volunteers receive proper training for their respective functions in their different fields of activity, such as health, social service and relief;

d) To ensure proper coordination of activities with the Ministries of Health, Social Welfare, Youth, Sports and Education, as well as other agencies and NGO:s in planning and implementation of community programmes;

e) To prepare regularly narrative reports of all service activities of the Society for the ARCS and the donor community;

f) To contribute actively to the definition of ARCS policies and management in close cooperation with other Departments.

3.9 ACADEMIC QUALIFICATIONS: University Degree in Social Sciences.

3.10 PROFESSIONAL SKILLS:

- 5 years as senior manager position in community work
- experience from work in a humanitarian organization
- planning, organizing, communicating skills
- general knowledge of the Angolan society
- good understanding of the Red Cross Movement and its principles

3.11 LANGUAGE ABILITY: Portuguese and English or French or Spanish.

**4. POST No 103**

**4.1 FUNCTION:** Head of Supporting Services Department

**4.2 UNIT:** Headquarters

**4.3 SUPERIOR:** Secretary General

**4.4 MAIN OBJECTIVE OF THE POST:**

To contribute to the strengthening of the services provided by the ARCS through expanding the organizational structure at local level, through training its staff and volunteers, through development of a solid financial resource base, and through informing the public about the principles and the activities of the Red Cross.

**4.5 SCOPE:**

- National, supporting 18 Provincial branches
- Direct managerial responsibility for Department of 10 staff

**4.6 AVAILABILITY:** Full time staff

**4.7 SALARY SCALE:**

**4.8 MAIN TASKS:**

- a) To plan and coordinate training activities in the National Training Centre of Viana, ensuring proper training in first-aid, primary health care and community service skills necessary for the implementation of Red Cross activities for staff and volunteers;
- b) To organize workshops and training sessions at Provincial and Municipal levels in all areas necessary for the up-grading of staff and volunteers at grassroot level;
- c) To plan and implement fund-raising strategies and income generating activities to cover ARCS local and national core costs;
- d) To advise and assist Branches in their organization, membership recruitment and expansion, focussing especially on women and youth, ensuring that governance and administrative structures at local level meet regularly to plan and implement programmes, and that they participate in decision-making within the Society;
- e) To promote dissemination of Red Cross Principles, International Humanitarian Law and Human Rights, as well as ARCS activities and the correct use of the emblem, targetting Red Cross staff and volunteers, youth, authorities, military, police and the public at large;
- f) To contribute to the development of the ARCS through active participation in the Society's management.

**4.9 ACADEMIC QUALIFICATIONS:** University degree in Social Sciences or equivalent.

**4.10 PROFESSIONAL SKILLS:**

- 5 years in a senior position in promotion, training, community development or fund-raising
- communication, public relations, planning, training

**4.11 LANGUAGE ABILITY:** Portuguese and English or French or Spanish.

5. POST No 104

5.1 FUNCTION: Provincial Secretary

5.2 UNIT: Provincial level

5.3 SUPERIOR: Secretary General

5.4 MAIN OBJECTIVE OF THE POST:

To ensure implementation of Red Cross services and activities on provincial level, in conformity with decisions taken by the ARCS Provincial Committee and Council, and in coordination with the Headquarters in Luanda.

5.5 SCOPE: Provincial level, support to Municipal ARCS Committees

5.6 AVAILABILITY: Full time staff

5.7 SALARY SCALE:

5.8 MAIN TASKS:

- a) To plan, coordinate and supervise Red Cross activities in the Province;
- b) To promote the recruitment of Red Cross volunteers and the creation of Municipal Red Cross Committees in the Province in order to implement ARCS National programmes on Municipal level, and to assist in planning, organizing and evaluating such programmes;
- c) To promote financial self-reliance on Provincial and Municipal level by organizing fund-raising activities for local ARCS programmes;
- d) To prepare annual activity plans and budgets for the approval of the Provincial Committee, and to be accountable for the proper use of funds;
- e) To prepare regular narrative and financial reports for the Provincial Committee and the Secretary General of the ARCS on all Red Cross activities being implemented in the Province;
- f) To ensure that staff and volunteers on Provincial and Municipal level are properly trained for the activities they are meant to perform;
- g) To ensure good working relations with the Provincial and Municipal authorities, and with other Agencies and NGO:s in the Province.

4.9 ACADEMIC QUALIFICATIONS: University Degree

4.10 PROFESSIONAL SKILLS: Leadership, management, communication

4.11 LANGUAGE ABILITY: Portuguese and possibly a local language.



## PROPOSED LIST OF STAFF POSITIONS

Permanent Staff positions to be salaried: 226

i) National level: 38

**Secretary's General Office:**

1. 1 Secretary General;
2. 1 Confidential Secretary;
3. 1 Driver;
4. 1 cleaner.
5. 1 Responsible for Radio Communications.

**Total.....5**

**Programmes Department:**

1. 1 Head of Department;
2. 1 Health Posts and Primary Health Care Coordinator;
3. 1 Social Affairs and Relief Coordinator;
4. 1 Orthopedic Workshop Coordinator
5. 1 Blood Recruitment Coordinator;
6. 1 Tracing Officer;
7. 1 Typist
8. 5 Drivers

**total.....12**

**Administration and Finance Department**

1. 1 Head of Department;
2. 1 Administrator;
3. 1 Accountant;
4. 1 Responsible for personnel;
5. 1 Responsible for Vehicles and Workshop;
6. 1 Responsible for Red Cross Property and equipment;
7. 2 typists;
8. 1 messenger;
9. 4 guards

**Total.....13**

**Supporting Services Department**

1. 1 Head of Department;
2. 1 Responsible for Training services and Director of Viana National Training Centre;
3. 1 Responsible for information and dissemination;
4. 1 Responsible for fundraising and income generating activities;

5. 1 Responsible for Branch Development

6. 2 typists ( 1 in Viana );

7. 1 logisticians ( Viana);

8. 2 cleaners ( Viana ).

Total.....10

ii) Provincial level : 187

1. 1 Provincial Secretary;

2. 1 Responsible for Administration and  
Finances;

3. 1 Provincial Coordinator of programmes;

4. 1 Provincial Coordinator of Supporting  
Services;

5. 1 Nurse

6. 3 drivers ( truck, pick- up, and jeep )

7. 1 cleaner

Total.....9

9 people/Province x 18 Provinces = 168

iii) Orthopedic Centres in Luanda:

1. 2 representatives (Neves Bendinha  
and Viana)

2. 1 nurse

3. 1 driver

Total.....4

iv) Kikolo Health Centre:

1. 1 Administrator

2. 3 nurses

3. 2 Health promoters

4. 1 Driver

5. 1 Cook

6. 2 cleaners

7. 4 guards

Total..... 15

<b>ANGOLA RED CROSS SOCIETY</b>
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***Total Funds Sought: CHF 1,015,000***

***Background Brief***

The Angola Red Cross was created in 1978 and admitted to the Federation in 1986. It had earlier received assistance from the Federation and Participating Societies within the scope of the Southern Africa Programme from mid-1978 until mid-1984, when the Federation closed its delegation in Luanda. The delegation was reopened in November 1985 following a change in the ARC's top management. Although Angola is in a state of economic collapse, ARC has a widespread network and is in a position, if assistance is made available, to make substantial contributions to the country's welfare and development in a number of areas.

**1. DISASTER PREPAREDNESS/PREVENTION**

**1.1 Disaster Preparedness Programme CHF 400,000**

The Society intends to build up an independent and effective response capability for the following kind of disasters: acts of war; drought; flooding; epidemics; and mines. It will take time to build up such a capacity but ARC intends to complement the activities of the authorities and other organisations. First priority will be to develop human resources (through recruitment and training), logistics, relief material and first-aid posts.

**2. NATIONAL SOCIETY STRUCTURAL/RESOURCE DEVELOPMENT**

**2.1 Institutional Development CHF 345,000**

Reflecting the collapse of the country, ARC is in an extremely weak institutional position. The traditional governing structures have not met or functioned for many years. It is therefore essential that a General Assembly, Central Council and Executive Committee be formed and meet in order to lay out policies and strategies. The Society's Secretariat also needs to be strengthened, with the recruitment of additional staff and the removal of some existing members. The administration, finance and logistics departments have already been streamlined, but this exercise must be complemented by the training of ARC staff. The NS actually owns a training centre at Viana, and thanks to the donation of furniture by the Swedish RC it is now operational, so funds are needed to develop this capacity and use it extensively to boost the skills of ARC staff and volunteers. The centre also offers the opportunity of becoming a source of revenue for the Society in the longer term.

**2.2 Resource Development CHF 270,000**

ARC used to have a management group working on fundraising. This will be re-established and begin contacting possible sources of new finance from both the public and private spheres. A Federation delegate would assist the National Society and work at developing existing as well as helping to find new resources.

# ANGOLA

*Almost final version*

## DISPLACED PEOPLE

**CHF 7,002,000**

**150,000 Beneficiaries**

**Programme No. 01.10/95**

*Africa's longest civil war has left Angola a shattered country. Even if the fledgling peace signed in Kinshasha, Zaire in November 1994 holds, an estimated 3.6 million people will still require humanitarian assistance throughout 1995 as the economy has been destroyed and a state of anarchy exists in many regions. Against this grim backdrop, the Federation and Angolan Red Cross (ARC) intend to expand their programmes of assistance to cover 150,000 displaced people in eleven provinces, take part in a UN mine-awareness initiative and strengthen the capacity of the National Society for future relief and rehabilitation work.*

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### 1. BACKGROUND

Since the civil war between the MPLA government and UNITA broke out again after the latter's refusal to accept the election result of September 1992, the fighting has, if anything, been even more brutal and callous. Few of the 18 provinces in Angola are now safe, and literally millions of people have been forced to flee their homes due to the extremely fluid nature of the war, with vast areas of land changing hands frequently between the two sides. The war makes little distinction between combatants and the civil population, exposing ordinary people to brutality, hunger, sickness and death. Over the last nineteen years the country has been sowed not with seeds, but mines. A recent estimate put the number of land mines in Angola at between 12-15 million, posing a threat to people and cattle for decades to come.

The scale of the population's need has left the government unable to cope. The economy is in a state of complete collapse, with agricultural production at a standstill and virtually non-existent health and education services. In September 1994, the United Nations appealed to international donors for help to provide humanitarian assistance to 3.6 million Angolans. Yet this enormous relief operation is complicated still further by the severe logistical constraints that exist in the country. Roads are mined or otherwise insecure, there is little undamaged infrastructure and the country suffers from a serious lack of local transport facilities, making it difficult and expensive to move supplies as most goods and technical support must be air-lifted. Access to air transport is therefore essential in Angola.

In addition, the continuing flow of displaced people from one region to another means that health programmes and other relief work must continuously be monitored and adjusted to meet fluctuating needs.

The National Society has also suffered badly because of the civil war, and so far the ARC's role in relief efforts has been extremely limited. However, with the support of the Federation the ARC now assists 60,000 people (meeting the target set in the 1994 Emergency Appeal) and it aims to increase that assistance to 150,000 people in 11 provinces in the year ahead. This will require considerable institutional development — as the Society's statutes must be revised and statutory bodies convened, and training and investment made in its staff and material resources.

## **2. OBJECTIVES**

- ◆ To support an increasing number of displaced persons, with a target of 150,000 by the end of 1995. This support will consist of distributions of food and non-food items, and the provision of first-aid and basic health programmes.
- ◆ To strengthen the capacity of the National Society to conduct relief programmes through the following:
  - ◆ Rehabilitation and construction of health posts
  - ◆ Expansion of health programmes
  - ◆ Reinforcement of the logistics system
  - ◆ Providing the means for disaster preparedness
  - ◆ Developing ARC's training programmes and the utilising the National Society's Viana training centre
  - ◆ Improvement of the ARC salary/incentive scheme
- ◆ To take an active part in a UN launched mine-related programme by utilising the National Society's network of branches
- ◆ To provide assistance to Angolan returnees should repatriation take place

## **3. PLAN OF ACTION**

The ARC/Federation intends to increase its present assistance to displaced people from 60,000 in four provinces — Luanda, Benguela, Bengo and Cuanza Sul — to 150,000 in a further seven provinces: Huila, Namibe, Cabinda, Cunene, Cuanza Norte, Malange and Cuando Cubango, although the total achieved will depend on the security situation.

The assistance is mainly given through ARC, thereby strengthening its operational activity and overall capacity. The training of staff and volunteers, and the development of structures and disaster preparedness are closely linked with the emergency programme. The main activities comprise health care programmes, food and non-food distributions, mine awareness activities, training in disaster preparedness and other fields, as well as assistance to returnees from Zaire, Zambia, Congo and Namibia.

### **3.1 Health**

Health care activities started in 1994. These included basic healthcare treatment and the provision of basic drugs, nutrition and sanitation education, maternal and child health care (including family planning), prevention and control of locally endemic diseases, and immunisation against major infantile diseases. These will all continue in 1995 and be extended to eleven provinces in total. During 1994 the ARC/Federation operated seven health centres/posts and in the Ambriz hospital, with an average monthly attendance of 18,000 patients during the third quarter of 1994. In the seven new provinces where the Federation/ARC are beginning activities, the existing health centres and health posts will be opened and rehabilitated, and a few new ones will also be built.

The ARC/Federation will collaborate with the Ministry of Health in the provinces and draw on available human (nurses) and material resources (medicine and facilities) as soon as the security situation permits and government structures become functional again. Formal health education and on-the-job training will be provided to 50 health workers, and general health education given for volunteers, village health workers and the communities concerned.

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### **3.2 Food and Non-Food Distributions**

Based on agreements with the WFP and the UNICEF signed in 1994, the ARC has distributed food (maize, rice, beans and oil) and non-food items (tents, blankets, shelter material, water containers, utensils, clothing and soap) to 60,000 people, mainly in Benguela, Luanda, Bengo and Cuanza Sul provinces. In 1995 this assistance will be extended to 150,000 people in eleven provinces which will require increased training, incentives, vehicles and funds for the ARC. New agreements will be signed with the WFP and other UN agencies for the provision of food and non-food items. The costs of a large part of the non-food items, medical supplies and some food are also requested through this appeal.

### **3.3 Training and Communication**

In addition to specialised training in health and the safe distribution of food and non-food items the 1995 training and development plan for the ARC includes dissemination and information training for 300 people, plus training in logistics (50), administration (30), vehicle maintenance (15) and mine awareness (100). Most formal training will be organised at ARC's Viana Training Centre, which has now been furnished and put into use. On-the-job training will take place in the field as part of regular health and distribution activities. The first phase of setting up a radio-communication system has been completed in four provinces and during 1995 the network will be extended to those provinces where the ARC/Federation are operational.

### **3.4 Mine-awareness Activities**

The ARC/Federation has taken part in the UN/Humanitarian Assistance Co-ordination Unit Mine Action Programme together with a number of UN agencies and NGOs in defining plans and programmes for the future. The ARC will concentrate on mine-awareness activities and initiate information campaigns, organise national seminars and produce posters and information materials. Mine awareness will be included in the training curriculum of volunteers and Red Cross youth.

## **4. BUDGET SUMMARY**

## NEEDS IN CASH, KIND AND SERVICES (IN SWISS FRANCS)

Programme No.

BUDGET/COUNTRY	RELIEF	VIANA CENTRE	DISSEMIN- ATION	MINE AWARENESS	TOTAL
SHELTERS, CONSTRUCTIONS	575,000				575,000
BLANKETS, CLOTHES & TEXTILES	200,000				200,000
FOOD SUPPLIES	600,000				600,000
MEDICAL SUPPLIES	1,500,000				1,500,000
WATER	50,000				50,000
CAPITAL EQUIPMENT	400,000				400,000
OTHER RELIEF SUPPLIES	830,000				830,000
TRANSPORT/WAREHOUSING/ VEHICLE COSTS.	650,000				650,000
PERSONNEL & TRAINING	1,150,000				1,150,000
TRAVEL & RELATED EXPENSES	300,000				300,000
INFORMATION & DISSEMINATION	8,000	78,000	78,000	87,000	251,000
ADMINISTRATION/GENERAL EXPENSES	220,000	32,000	30,000	50,000	332,000
SECRETARIAT SUPPORT	200,000	4,000	6,000	9,000	219,000
OTHER ASSISTANCE			85,000	160,000	245,000
TOTAL BUDGET	6,683,000	114,000	199,000	306,000	7,302,000
LESS CASH & KIND ON HAND					-300,000
NET REQUEST					7,002,000