

# GUIDELINES FOR MANAGING IFBC-FUNDED NATIONAL PROJECTS ON ALCOHOL, HIV/AIDS AND POVERTY

## 1. INTRODUCTION

After a project has been elaborated and funded, it must be carried out. This means, moving from the theoretical to the practical aspect, applying everything that has been planned in the project schedule. It also consists in combining technical know how, mobilizing and using rationally human, material and financial resources with a view to produce sustainable end results, which a tangible signs of the desired change.

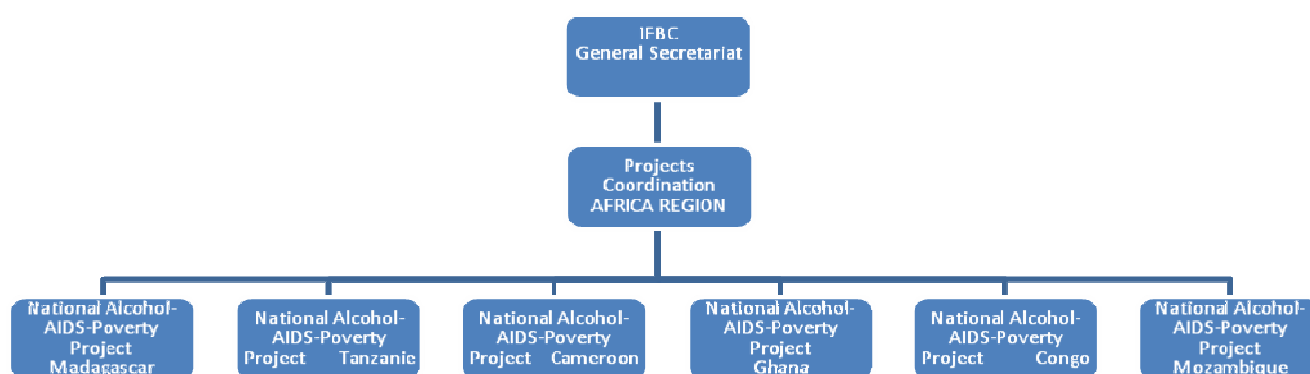
Considering that realities on the field are dependent on permanent environmental changes on the one hand, and on availability of resources on the other hand, the implementation of the project requires that people who implement it be careful and flexible.

Taking this factor into consideration, and wishing to assist the leadership of Africa Blue Cross in the daunting task of managing the projects on alcoholism, HIV/AIDS and poverty, we deemed it necessary to establish the guidelines herein.

## 2. INSTITUTIONAL FRAMEWORK

National projects to fight alcoholism, HIV/AIDS and poverty, initiated by the six (6) following African countries, namely Cameroon, Congo, Ghana, Madagascar, Mozambique and Tanzania, are comprised in the three-year project (2006-2009) by the Coordination of Africa Blue Cross Societies. This latter project also results from the ten-year programme (2005-2015), labeled “South Challenge”, which was adopted in Frankfurt (Germany) on April 09, 2005.

- The position of those projects in the overall structure of the International Federation of the Blue Cross is represented in the following organigram:



The following attributions can be derived from the above:

- **IFBC Secretariat General:** approval of national projects, search for funding, communication with liaison committee and partners; contract management.
- **Projects Coordination – Africa Region:** support for project preparation (identification of the project, project summary, project application) search for local funding, implementation, monitoring and evaluation of national projects with the collaboration of the African Leader Team.
- **Heads of national projects:** project implementation and management, communication with national offices and Africa Region Projects Coordination, search for local funding.

All the above are assisted by committees for technical support or project management.

### **3. MANAGING PROJECTS ON ALCOHOL, HIV/AIDS AND POVERTY INITIATED BY AFRICA NATIONAL BLUE CROSS SOCIETIES AND FUNDED BY THE IFBC**

Operating under the Coordination of Africa Blue Cross Societies, the national projects to wage integrated fight against alcoholism, HIV/AIDS and poverty are to reach an acceptable management level, namely through:

- Well planned and well documented activities based on the guidelines and project criteria of IFBC;
- Well managed human, material and financial resources, making it possible to achieve at least 50% of expected objectives;
- Leaders able to raise funds in their country in order to sustain the project;
- Progress and final evaluations carried out.

Considering that these are pilot projects being implemented, the heads of the projects should pay full attention through the whole process, that they can draw lessons which help them improve their performances in terms of project management.

#### **3.1 The administration of the project**

It consists of the following: organizing, communicating, monitoring, reporting back, establishing and developing external relations within the project framework, and keeping documents.

- *Organizing:* project administrators or heads must develop each month, based on the project chronogram, an operation plan of activities in collaboration with the project staff. The operational plan spells out all activities to be carried out within the month, the names of people in charge of their implementation, the dates and places of carrying out each activity, as well as material and financial means and resources needed to carry out such activities.
- *Communicating:* the operational plan must be communicated, even explained to the people in charge of implementing the activities. Basically, it means stating what the activity is consisting of, how, when and why it must be implemented (in relation to a specific and clear objective). All external people to the project, who are interested in the activity, must be informed beforehand so that they can avail themselves and give their contribution.

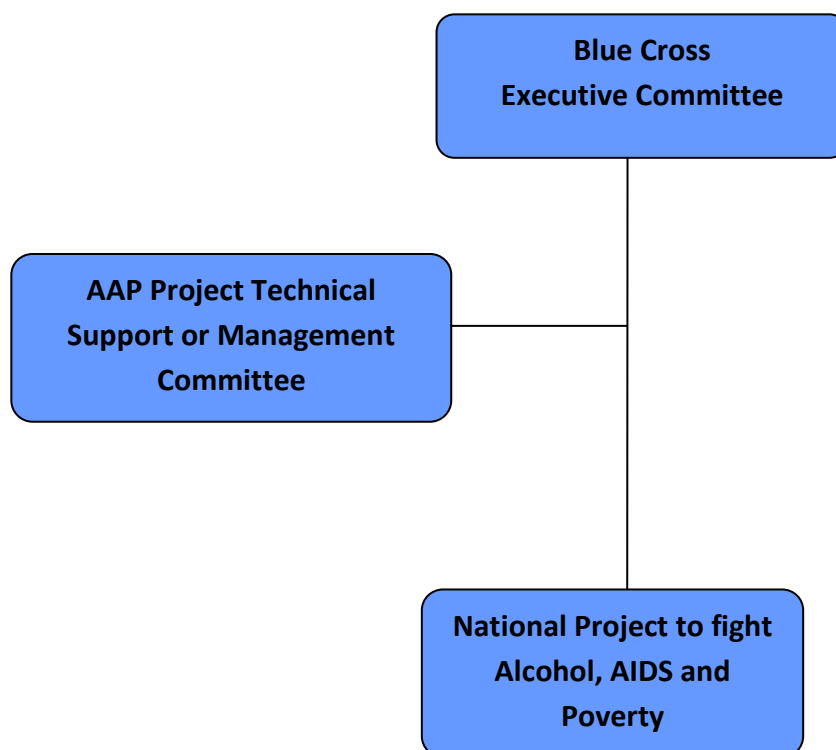
*Communication with the IFBC and the Project Coordination Africa Region:* E-mail communication must be assured as a smooth and diligent flow of communication between the donors, partners and all stakeholders is essential.

Email correspondence can be either in English or French. Emails must be answered or responded to within 3 days (except holidays and other extra-ordinary events).

- **Monitoring:** for the project administrators, this means ensuring every day that each planned activity be implemented within the month, focusing on the quality of the job done, mobilizing and using human, material and financial resources allotted to it and the results obtained.
- *Establishing and developing external relations:* projects must not operate as entities cut off from the outside world; for the Blue Cross must be visible. Project administrators must cooperate with NGOs pursuing the same goals, as well as Government services (National AIDS Control Programme, National Programme to fight against poverty, Ministry of Social Affairs, Ministry of Health) to share experience, mutually benefit from expertise and technical support. The official launching of the project must offer an opportunity to establish the foundation of this open cooperation.
- *Keeping project documents:* by project documents, it is meant the requests for funding, reports of activities, financial reports, minutes of meetings held, mails, and accounting documents. Those documents must be well-kept and preserved, and their access made easy.

In order to grant project administrators better chances of success, it is highly recommended to establish management or technical support committees made up of three or four sworn-in people in the areas of financial management, HIV/AIDS, fighting poverty and alcohol.

The organigramme for managing projects aiming at fighting alcohol, HIV/AIDS and poverty at the national level, can be represented as follows:



The Head Office or the National Executive Committee is the legal entity in charge of the project. Its role will consist in:

- preparing the project document: identification, project elaboration, search for funding, recruiting/hiring staff in collaboration with the Africa Region Coordinator, and the official launching of the project;
- adopting the annual project programming and budget;
- monitoring and evaluating project implementation.

The project technical support committee will have the following tasks:

- assist in recruiting the project beneficiaries;
- help the project administrator in elaborating and implementing operational plans every month;
- assist the project staff undertake their monthly reviews;
- help the project make decisions about highly technical issues.

The National Project is led by an Administrator who is accountable to the Head Office and the Africa Region Coordinator.

### **3.2 The management of project activities**

This consists in:

- elaborating every month an operational plan of activities;
- implementing the monthly operational plan;
- monitoring the implementation everyday;
- evaluating at the end of every year the activities carried out and the results obtained;
- drafting a report of activities every month; quarter and year.

The main idea is to carry out the activities as describe in the application and scheduled on the project chronogramme by closely watching the projected indicators and correcting the negative variations wherever necessary, in collaboration with the technical committee.

### **3.3 The management of human resources**

This is done through:

- hiring project heads in collaboration with the Africa Region Coordinator;
- signing short term contracts with the employees;
- defining roles and attributions, as well as spelling out the objectives to be reached every month by each employee;
- ensuring continuous education for the staff;
- ensuring monitoring and evaluation of the staff;
- terminating contracts whenever necessary.

Since human resources are the most important asset for a project, its management should require close attention.

### **3.4 The management of financial resources**

After the operation plan has been developed, financial resources should be allotted for its implementation. Project payments are done according to the contractual agreements and based on milestones which have been fulfilled. Milestones which are not fulfilled must be explained and state a breach of contractual agreements A statement of expenses must be established every month. This is signed by a person appointed by the Head Office vesting him with the power to order expenditures, and by the person in charge of the project finances. All documents must be shown during financial transactions and well kept for financial reports and auditing.

The project budget must be kept to. Concerning expenditure allowances not covered by the budget, but considered necessary, it is required to obtain the approval of the Africa Region Coordinator.

The project account must be located at a bank and separated from that of the National Society of the Blue Cross.<sup>2</sup>Two signatures are required for each bank withdrawal.

### **3.5 Partnership**

Partnership is a major guideline in South Challenge. As such, the national project to fight alcohol, HIV/AIDS and poverty needs to establish relationships with NGOs, the Government, and International Organizations.

### **3.6 The involvement of the beneficiaries**

The beneficiaries of the project must be associated in every decision making process. They must not be considered as passive agents. If possible, they should be made to make physical, material and financial contributions to the project realization. Greater attention must be paid to female participants, for they are often neglected.

### **3.7 Durability of the Project**

Another important aspect is the durability of the project: Even though the pilot phase is only defined as a two year phase, projects have to be planned in a way that have a high chance to be carried out over several years (donors usually are not interested in giving money to develop a project that is finished after 2 years!)

## **4 CONCLUSION**

National projects for fighting alcohol, HI/AIDS and poverty are linked to the General Secretariat of the International Federation of the Blue Cross, through Africa Region Coordination. They are not isolated projects. In order for the Federation to keep its commitments to its financial partners, the coordination of those projects has been entrusted to the Africa Region Coordinator, thus allowing work alongside national leaders during the whole process. After the funding of the projects, their implementation requires everyone's contribution to register the desired changes. This demands therefore a healthy, transparent and rigorous management of the allotted resources.

Djokoloum Magourna  
Africa Region Coordinator