

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

WEST AND CENTRAL AFRICA REGIONAL PROGRAMMES

29 May 2006

In Brief

Appeal No. 05AA039; Appeal target: CHF 1,232,548 (USD 977,825 or EUR 780,587); Appeal coverage: 32%.

[Click here to go directly to the attached Financial Report.](#)

Annual Appeal: <http://www.ifrc.org/docs/appeals/annual05/05AA039.pdf>

Programme Update no. 1: <http://www.ifrc.org/docs/appeals/annual05/05AA03901.pdf>

Programme Update no. 2: <http://www.ifrc.org/docs/appeals/annual05/05AA03902.pdf>

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning.

All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

For further information specifically related to this Annual Appeal please contact:

- **In Senegal:** Alasan Senghore, Federation Head of West and Central Africa Regional Delegation, Dakar; Email: alasan.senghore@ifrc.org; Phone. +221.869.36.41; Fax +221. 860.20.02.
- **In Geneva:** Madeleine Lundberg, Federation Regional Officer for West and Central Africa, Africa Dept; Email: madeleine.lundberg@ifrc.org; Phone +41.22.730.43.35 ; Fax +41.22.733.03.95

Overall analysis of the programmes

West and Central Africa continues to struggle with the ever increasing humanitarian needs amidst the limited resources at the disposal of national societies and their Federation. The regional delegation (RD) is now fully established in Dakar with very good working relations and coordination with the relevant government, United Nations (UN) agencies and other international non-governmental organizations (NGOs) based in Senegal.

Despite the limited financial and human resources, the regional delegation with the network of regional offices and country delegations, were able to coordinate and provide timely support to the national societies in the region. During the period under review, the RD continued to provide support to the national societies in both their ongoing usual development programming, as well as in preparing them and responding to emergency situations. The delegation supported national societies (NSs) in responding to disasters such as floods, food insecurity caused by drought and locust invasion. The RD also supported and coordinated the allocation of Federation Disaster Relief Emergency Funds (DREF) that enabled the national societies to respond to smaller scale health emergencies such as cholera, meningitis and polio outbreaks. Given the inherent lack of human resources, the deployment of Regional Disaster Response Teams (RDRT) has effectively contributed to the success of both the Benin Togolese refugee operation and the Sahel Food security operations. The Sahel operation which was launched, supported and coordinated by the RD has provided assistance to 536,000 people affected by food insecurity in Niger, Mali, Burkina Faso and Mauritania.

West and Central Africa regional programmes; Appeal no. 05AA039; Annual Report

The process of assisting the national societies to prepare both country and regional contingency plans for population movements has been launched. Several regional and country based trainings have already taken place, whilst the process of providing the basic communication material and equipment is planned for the first part of 2006.

With more focus on the region from the Secretariat in Geneva, the delegation is now getting more attention and support from the Federation senior management. This has made it possible to increase the numbers of delegates and funding available for the region. This will further enable the regional delegation to activate its plan in strengthening the administrative, logistics and financial management structures. However, given the fact that many of the strategic positions in the region are still vacant, the work load at the RD is on the increase as the regional delegates have to take on the additional responsibilities.

Disaster management

Goal: The impact of disasters on the vulnerable people in West and Central Africa is reduced through the national society's effective disaster management systems.

Objective: The four sub-regional offices are supported in strengthening disaster management capacities of the national societies.

Achievements

Expected Result 1: A database of competent RDRT members is maintained and regularly updated to facilitate teams' deployment during emergencies.

The database using the standard SNICK software has been fully established and is being updated regularly in order to allow appropriate and timely deployments of NS disaster management (DM) personnel to undertake assessments and respond to emergencies. Apart from RDRT members, the database also contains the names of national society personnel who have participated in training sessions related to DM in the past five years. This provides the regional delegation with a wide pool of competent staff to assist other NSs and Federation operations in disaster response.

Expected Result 2: The concept of RDRT in Central Africa is reviewed for possible replication in West Africa.

The RD deployed more than 35 national society DM staff to respond to emergencies and in various operations in West and Central Africa. Cross-regional deployments have been made from Guinea-Bissau Red Cross Society to assist the Angola Red Cross in the Marburg fever outbreak. The most important deployments within the region were for the Chad refugee operation, the Togolese refugee operation in Benin and the Sahel operation.

The RDRT concept has been reviewed and deployment procedures for West and Central Africa have been developed. This has been done by using lessons learned from deployments in the region and also other regions, input and advice given by RDRTs who had been deployed, consultation with other regional delegations on their procedures and with Geneva Secretariat. Internal protocols of the RD for briefing and de-briefing of RDRTS have also been established.

Expected Result 3: Lessons learned and best practices of disaster preparedness and response are collected and disseminated to the sub-regional offices and national societies.

Many documents on lessons learned and good practices on disaster management have been set up at the RD and are used as reference material and for information exchange between NS. This ensures that DM practices and programmes are harmonized and institutional knowledge is maintained and shared. Based on these documents and information, a DM strategy is envisaged to be developed in 2006 and 2007.

The RD supported 15 national societies through 15 DREF requests to respond to emergencies and disasters with a total amount of CHF 1,097,969. Three Emergency Appeals were launched and the DM team of the RD participated in the implementation of the activities.

West and Central Africa regional programmes; Appeal no. 05AA039; Annual Report

Expected Result 4: A draft outline of regional disaster management strategy of the Federation in West and Central Africa has been developed.

In view of the development of a DM Strategy for West and Central Africa, the contingency planning process for population movements has been reinforced. By the end of 2005, seven West African NS have been involved in the process and plans to extend the process to other West African and also Central African national societies are under process.

The Regional Delegation has assisted several NSs in the region in food security programming both through DREF, the Sahel Operation and DFID funds. ECHO Thematic funding has been accessed for the contingency planning and DM strategy development which is planned to continue in 2006.

Expected Result 5: The concept of well-prepared national societies is introduced to the national societies and mechanisms to meet the criteria are developed.

The regional delegation's DM team closely coordinates and collaborates with other Movement partners and organizations; a very good working relationship has been built up with the UN Office for the Coordination of Humanitarian Affairs (OCHA).

Impact

- More than one million people in West and Central Africa have benefited from the activities of the regional delegation on disaster management through technical, financial and deployment of human resources (RDRTs and delegates).
- The DREF funds have enabled the NS to respond to disasters timely and in case of need to prepare the field for Emergency Appeals and operations.
- The image of the NSs and the Red Cross as a whole has improved because of its timely interventions and its preparedness activities.
- Through effective coordination and cooperation with other Movement partners and national and international agencies, the DM team at the RD has been able to position itself as a key actor in preparedness and response in the region.

Constraints

- The very poor response to the 2005 Annual Appeal restricted the implementation of a considerable part of the planned activities. It was mainly through DREF allocations that technical assistance and support missions could be provided. With exception of a contingency planning workshop in October 2005 (co-funded by ECHO) not a single regional training or meeting on DM could be organized by the RD.
- One major constraint remained the lack of human resources for DM to cover 24 countries and short-term contracts of the delegates hamper longer-term planning and programming.
- Coordination with Federation offices and operations in the region was not always the best, especially concerning internal communication and reporting lines.

Organizational development

Goal: The national societies implement sustainable programmes with a positive impact on the lives of the most vulnerable with the support of the regional delegation.

Objective: The four sub-regional offices are supported to bring a cohesive approach that will help develop and improve the quality of management in national societies' programs and resources.

Achievements

In 2005, the number of regional offices was reduced from four to three. This was based on the need to rationalize the use of the much needed and scarce financial resources for the benefit of NSs and vulnerable groups. Therefore, the Mano River sub-regional office in Abidjan was closed and the countries that were coordinated from that office were moved to the Sahel and Lagos offices. On the other hand, the position of head of the Sahel region office was also merged with the position of programmes coordinator for the RD.

West and Central Africa regional programmes; Appeal no. 05AA039; Annual Report

The RD also undertook a review of the project planning process (PPP) training sessions. The training has positive impact on the planning as well as the quality of NSs' programmes. Several governance and management training workshops were organized in Gambia, Senegal, Burkina Faso and Cameroon.

Most of the planned activities could not be implemented due to lack of funds and in some cases qualified human resources to fill the vacant positions within the delegation.

Impact

- The most important part of the funding is used to support NS programmes.
- The quality of NS plans and programmes has improved.
- NS leaders and managers have a better understanding of their roles and responsibilities

Constraint

- Lack of funds and human resources to implement planned activities.

Coordination, cooperation and strategic partnerships

Goal: Coordination and cooperation amongst the regional national societies have been developed and strengthened due to the increased support to the working groups.

Objective: The four working groups are supported in the development of their local expertise, capacity building, knowledge and information sharing.

Achievements

The process of harmonizing the two working groups has been finalized. For the first time the presidents of all the NSs in West and Central Africa held a one-day meeting in Dakar. The objective of the meeting was to prepare themselves for the Federation General Assembly and the Council of delegates. The participants also discussed the Federation of the Future process and how it will impact on the region. To this end, the meeting also discussed and agreed on the configuration of the Federation Secretariat structure in the region.

The regional working groups have not been meeting as planned due to lack of funds. However, it was agreed with the NS that if such mechanisms are to be successful, the NS will have to take responsibilities and start contributing for the organization of meetings and other activities of the working groups.

The involvement of NS in the decision making process in the region has now been formalized with the participation of National Societies (represented by the sub-regional working groups) in the management meetings in the region. However only two out of the three working groups are represented in the meetings as the Lagos working group has not been meeting for some time. Partner National Societies (PNS) in the region are currently represented by the Netherlands Red Cross and the Danish Red Cross representatives, currently based in Dakar.

Impact

- NSs' representatives have some degree of ownership and view themselves as part of the International Federation.
- For the first time, the region was able to prepare for and participate in the statutory meetings as a regional team.
- NSs have been able to decide on the Secretariat structure and how they want to be supported.
- More transparency and accountability in Federation management is noted.

Representation and advocacy

Goal: The Federation is well known as a credible and effective voice on humanitarian issues in West and Central Africa.

Objective: The regional delegation assists the sub-regional offices and the national societies to undertake advocacy work with governments and other institutions through established mechanisms.

West and Central Africa regional programmes; Appeal no. 05AA039; Annual Report

Achievements

The Federation has been named as the institution with the highest attendance at the OCHA coordination meetings. Delegation staff members at different levels have actively participated and contributed in the process launched through the coordination mechanism. This includes regional contingency planning on population movements, locust invasion, cholera and avian influenza outbreaks. Today, the Federation can be considered as one of the few institutions that work closely with UN agencies and other International Organizations in the region.

Impact

- The International Federation is referred to and often as the preferred partner of many institutions that are part of the regional coordination mechanism.
- The role, activities and comparative advantages of the Red Cross/Red Crescent are now better understood by the UN agencies and other organizations.

Constraint

- Despite these achievements, the delegation was not able to launch any major campaign due to lack of resources.

Governance support

Goal: National societies of West and Central Africa region are effectively represented on the Federation Board and other statutory bodies of the Movement.

Objective: The regional delegation facilitates the effective participation of members of governing boards and other statutory bodies in the board and commission meetings and other activities.

Achievements

- The board and Youth Commission members representing the region received briefing and administrative support that enabled them participate in the regular board and commission meetings.
- The delegation also supported the national societies to prepare and participate in the Federation General Assembly and Council of Delegates meetings in Seoul.

Impact

- Two national societies from the region are now members of the Federation governing board; Cote d'Ivoire and Cape Verde.

Constraint

- The lack of human resources in the RD and the other delegations made the Federation Secretariat unable to provide the required governance support.

Delegation management

Goal: A robust and accountable regional delegation is providing efficient and effective services to the sub-regional offices, delegations and national societies in West and Central Africa.

Objective: A management structure is established and maintained to provide services and support the sub-regional offices, national societies and Federation operations on human resource, financial management, IT and telecom, information, reporting and logistics.

Achievements

- The organizational chart has been developed and is in use.
- All the locally recruited staff at the regional delegation has valid job descriptions.
- Work has since started to reorganize the administrative and human resources management systems. A staff audit exercise is being launched to ensure that people with the appropriate qualifications are on the right jobs and remunerated accordingly.
- The recruitment of information, reporting and IT/Telecom officers has been finalized. They have been going through various training programmes.

West and Central Africa regional programmes; Appeal no. 05AA039; Annual Report

Impact

- There more clarity in terms of working relations and responsibilities
- More timely reporting and information sharing is noted.

Constraint

- Lack of funding to train and support the officers in carrying out their tasks.

[Final financial report below; click here to return to title page and contact information.](#)

International Federation of Red Cross and Red Crescent Societies

WEST AFRICA REGIONAL PROG.

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA039
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget		513'549			718'999	1'232'548
B. Opening Balance		36'995			56'094	93'089
Income						
Cash contributions						
British Red Cross					24'845	24'845
German Red Cross		40				40
Irish Government		50'320			70'448	120'769
Spanish Red Cross					712	712
Swedish Red Cross		33'200			74'700	107'900
United Arab Emirates Red Cross		5'921				5'921
C1. Cash contributions		89'482			170'705	260'187
Reallocations (within appeal or from/to another appeal)						
Finnish Red Cross					8'886	8'886
Swedish Red Cross					132	132
C3. Reallocations (within appeal)					9'018	9'018
Inkind Personnel						
German Red Cross		36'373				36'373
Other		5'373				5'373
Spanish Red Cross					10'953	10'953
C5. Inkind Personnel		41'746			10'953	52'699
Other Income						
Miscellaneous Income					2'668	2'668
Service Agreements					11'320	11'320
C6. Other Income					13'988	13'988
C. Total Income = SUM(C1..C6)		131'228			204'665	335'892
D. Total Funding = B + C		168'223			260'758	428'981

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance		36'995			56'094	93'089
C. Income		131'228			204'665	335'892
E. Expenditure		-151'677			-379'324	-531'001
F. Closing Balance = (B + C + E)		16'546			-118'566	-102'020

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA039
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance A - B	
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation			
A							B	A - B	
BUDGET (C)		513'549					718'999	1'232'548	
Supplies									
Teaching Materials	750							750	
Other Supplies & Services						97	97	-97	
Total Supplies	750					97	97	653	
Land, vehicles & equipment									
Computers & Telecom	8'000		2'138			28'514	30'652	-22'652	
Office/Household Furniture & Eq						1'409	1'409	-1'409	
Total Land, vehicles & equipme	8'000		2'138			29'923	32'061	-24'061	
Transport & Storage									
Storage						-4'601	-4'601	4'601	
Distribution & Monitoring			4'846			934	5'780	-5'780	
Transport & Vehicle Costs	64'958		11'899			10'317	22'216	42'741	
Total Transport & Storage	64'958		16'745			6'650	23'395	41'563	
Personnel Expenditures									
Delegates Payroll	276'397					88'102	88'102	188'295	
Delegate Benefits	43'278		114'752			34'091	148'843	-105'564	
Regionally Deployed Staff	18'364					2'344	2'344	16'019	
National Staff	10'478		5'635			9'128	14'763	-4'285	
National Society Staff			330			8'567	8'897	-8'897	
Consultants						6'398	6'398	-6'398	
Total Personnel Expenditures	348'517		120'717			148'629	269'346	79'171	
Workshops & Training									
Workshops & Training	465'688					36'490	36'490	429'198	
Total Workshops & Training	465'688					36'490	36'490	429'198	
General Expenditure									
Travel	141'951		2'060			52'028	54'088	87'863	
Information & Public Relation	5'528		-65			3'693	3'628	1'900	
Office Costs	108'766		636			14'193	14'829	93'936	
Communications	6'774		1'584			10'395	11'980	-5'205	
Professional Fees						13'929	13'929	-13'929	
Financial Charges	1'500		-2'418			20'039	17'621	-16'121	
Other General Expenses			-553			0	-553	553	
Total General Expenditure	264'519		1'245			114'278	115'523	148'996	
Program Support									
Program Support	80'116		9'683			24'610	34'292	45'823	
Total Program Support	80'116		9'683			24'610	34'292	45'823	
Operational Provisions									
Operational Provisions			1'150			18'648	19'798	-19'798	
Total Operational Provisions			1'150			18'648	19'798	-19'798	
TOTAL EXPENDITURE (D)	1'232'548		151'677			379'324	531'001	701'547	
VARIANCE (C - D)			361'871			339'675	701'547		