

# Programme Update



## West and Central Africa Zone

Appeal No. MAA61001

26/12/2008

This report covers the period 01/01/08 to 30/06/08.



This photo captures floods assessment and response action that the Red Cross and Red Crescent typically take in flood-affected areas

### In brief

**Programme purpose:** Together with the International Federation of the Red Cross/Red Crescent Societies, and in line with the International Federation's Strategy 2010 and the Global Agenda goals, the West and Central African zone (WCAZ) is committed to:

- Establish appropriate mechanisms for effective technical coordination, planning, performance monitoring and evaluation as to assist its 24 National Societies in developing and establishing sustainable community-based health projects, and develop improved preparedness and response in the health sector.
- Build the capacity of the local community, the civil society and the Red Cross/Red Crescent staff to address the most urgent vulnerabilities.

**Programme(s) summary:** Health is one of the WCAZ's priorities. The health programme areas and activities in 2008 are a continuation of the efforts started in 2006 and in 2007. One of the programme's focus in 2008 is on the further improvement of internal coordination activities within the Movement. With different priorities in the technical fields of water and sanitation, public health preparedness and response, HIV and AIDS and other community-based health programmes (malaria, Integrated Management of Childhood Illnesses (IMCI) etc.), the role of the zonal health and care unit is to assure that all technical aspects are respected and developed, while at the same time respecting the natural diversity of National Societies programmes.

An important area of work is the zonal and national HIV and AIDS programming. The Global Alliance (GA) for HIV and AIDS is promoting to scale up activities and the planning in the zone which started in 2007. This process led to the launch of the CHF 20 million GA Appeal for five West and Central

African countries (Burkina Faso, Central African Republic, Guinea, Nigeria and the Democratic Republic of the Congo (DRC)) in July 2008.

Measles and malaria programmes are ongoing in a number of countries, namely Equatorial Guinea, Mali, Senegal and Togo for malaria and Benin, the Central African Republic, Cote d'Ivoire and Nigeria for measles. Support from the global programmes is provided through the work of the zonal team with the involved National Societies. Participation in these activities has led to both disease reduction and increased partnership with government and other national and international partners. Significant meningitis activities were carried out by a number of National Societies in the beginning of 2008 to stem the yearly meningitis outbreaks, specifically in Burkina Faso which was again hardest hit by the epidemic.

Water and sanitation programming is being further increased throughout the zone with projects in the DRC and Côte d'Ivoire. Programmes started in 2006 and in 2007 in Niger and Guinea were successfully completed and closed. The health and water and sanitation unit is actively involved in the flood preparedness planning, as well as in the food security issues related to the global price increase.

The water and sanitation capacity building for National Societies in the zone is taking place through a Regional Disaster Response Team (RDRT) training in June focusing on water erosion control, and a second training focusing on Sahelian climate conditions which is planned for late August.

As a new important public health issue, a road safety workshop was held with participants from 25 National Societies from West and Central Africa, as well as the Maghreb. As a follow-up to the workshop, road safety recommendations and projects for their National Societies are now being developed.

To support the development and work of National Societies, the organizational development department organized a regional OD coordination meeting which brought together OD practitioners from a selected few National Societies, Participating National Societies (PNS) involved in capacity-building work in the zone (field representatives and managers from their headquarters), the International Committee of the Red Cross (ICRC) and OD focal points from the various Federation offices in the zone. The desired outcome of the meeting was to map out the OD and related funding needs in the zone, identify the distribution of tasks to various OD focal points in the zone, and develop a common understanding on the few tools on strategic and project planning. The following OD activities also took place in the first half of the year:

- A meeting in Lomé from the 16 May to 8 June 2008: A preparation work group was set up targeting National Societies volunteer management officers. The purpose of the meeting was to prepare the training workshop on volunteer and human resources (HR) management forecasted for the last half of September 2008. This workshop brought together 32 participants including the health coordinators of Burkina Faso, Mauritania, Bissau-Guinea and the thematic groups of the nine Sahel National Societies. The zonal coordinator worked in collaboration with the global volunteering development officer in order to produce a consistent training programme including health aspect (for the volunteers working on community health projects). This is in line with the expected outcome of establishing and implementing a volunteer management framework.
- The planning of 2009-2010 activities took place in June 2008. The OD department objectives were re-emphasized and an action plan was adopted, mentioning the coordination activities, as well as the technical support to be provided to sub-regional offices in the setting up of their OD action plan.

**Financial situation:** The total budget for 2008 is CHF 7,580,390 (USD 6,261,680 or EUR 4,944,807).

[Click here to go directly to the attached financial report.](#)

**No. of people we help:** The 24 National Societies (Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Republic of the Congo, Democratic Republic of the Congo, Côte d'Ivoire, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Equatorial Guinea, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tome and Principe, Senegal, Sierra Leone and Togo) through direct and indirect (through regional and country representations) technical and financial support.

**Our partners:** The West and Central African zone receives financial support both from within the Red Cross/Red Crescent network and from outside partners. Support is provided by the Belgium (Flanders), Canadian, Danish, Finnish, German, Icelandic, Spanish, Swedish, Swiss Red Cross, the Qatar Red Crescent, Irish and Spanish Governments, private funds from Nestle, Shell and Total. United States Agency for International Development (USAID) also provides support through a global funding mechanism. Some of the support is received un-earmarked, whereas the majority is foreseen for specific purposes or programmes.

Technical working partnerships have also been established with the World Health Organization (WHO), the United Nations Children's Fund (UNICEF), Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations Refugee Agency (UNHCR) and the Joint UN Programme on HIV/AIDS (UNAIDS).

## Context

The size of the zone (24 countries) is one of the major zonal challenges with all its diversity and complexity and magnitude of different hazards, risks and vulnerabilities, including in each country's political and social environment. Some major events have affected the implementation of mainly disaster management and health in the first semester of the year.

For disaster management (DM) those events included:

- **Population movements:** Early this year the attempted coup of the rebel group in Chad led to the displacement of communities to safer areas in neighbouring countries and destabilized the ongoing programmes in Chad. Though the zone responded by launching an emergency appeal, most of the DM programmes were frozen until recently, as security is being restored. The situation in the zone remains volatile and requires cautious programme implementation. Similarly, many delays have been experienced in Mauritania, where a new regime is being established.

- **Food Crisis:** Despite the above average aggregate cereal production across much of West and Central Africa during the 2007 and 2008 agricultural season, localized production deficits and above normal price increases in some areas are leading to early increases in food insecurity. This will likely cause a more difficult season and an increased need for assistance, especially for poor households. Persistent above-average staple food prices and rising fuel costs across the region are likely to exacerbate food insecurity.

- **Floods:** Climatic institutions and scientific bodies predicted that this year's rainy season would be particularly heavy. While National Societies are geared up in preparedness and response efforts, thousands of people have been made homeless due to heavy rains which arrived earlier than usual, and with much greater intensity.

Despite these challenges, the DM programme continues to focus on reducing the impact of disasters on the most vulnerable communities in West and Central Africa. National Societies' capacity building will continue to strengthen and prepare them to respond efficiently to future

disasters affecting their communities. Planning is focused on adaptation to global and regional trends, defining clear objectives and setting priorities in order to optimize available resources.

Emphasis is being put on developing community-based programmes that feed into national and regional capacities that are able to be mobilized for disaster risk reduction activities, and respond to disasters whenever they occur. As communities organize and prepare, they are also building up their resilience by engaging in mitigation activities. The culture of contingency planning that takes into account the early warning system and mechanisms needs to be improved at all levels. Substantial progress has been made at the zone level through partnership and networking with specialized institutions, especially on climate issues, but these systems need to be extended to the community level. Future plans on appropriate skills trainings are underway to facilitate this process.

Food security is being handled within the preparedness component, with projects and activities that focus on community resilience, and which promote livelihood with a holistic and integrated approach.

The zonal DM team is continually strengthening its capacity to support National Societies in need with the establishment of a group of skilled RDRT Team Leaders that can train and guide National Societies in preparedness, as well as lead an emergency operation.

As far as Health is concerned, activities in Chad suffered from political unrest.

A Framework for Action with ten areas for improvement was developed to successfully scale up OD programme activities:

Setting a shared vision and direction for the future:

- Shared vision, values and organizational culture for the International Federation.
- Effective, empowered leadership, governance and management.
- A global communication and advocacy strategy to position the International Federation.

Improving planning, performance and accountability:

- Ongoing analysis and a common understanding of external trends.
- A Federation-wide approach to planning, performance management and accountability.

Delivering effective programmes and services:

- A flexible, responsive Federation-wide operating model.
- Reinforced regional networks and structures.
- Strengthened and improved cooperation, coordination and support mechanisms.

Mobilizing resources to support our work:

- A human resources strategy to strengthen the volunteer and staff base of the International Federation.
- A global fund-raising strategy to increase resources for all parts of the International Federation.

To address the African context, the strategic framework is supplemented with declarations and guideline papers produced from the last three Pan-African Conferences of the Movement: the Kampala Declaration of 1996, the Ouagadougou Declaration and the African Red Cross and Red Crescent Health Initiative (ARCHI) 2010, which were adopted in September 2000, as well as the Algiers Plan of Action on September 2004.

# Progress towards outcomes

## Disaster Management

### Outcome(s)/Expected result(s)

Based on the establishment of a complete DM team at the zonal level, a new approach has been adopted, which is gearing up to review the set objectives and expected outcomes of the DM programme leading to the following:

#### **Disaster preparedness and response**

In disaster preparedness, the effort focuses on supporting the development, implementation and scaling-up of ongoing and new disaster preparedness and risk reduction community-based projects and programmes. Pilot projects are being implemented in some 13 countries with the support of the UK Department for International Development (DFID) and Spanish Government funds based on the results of last year's assessment. Baselines have been collected with the Well Prepared National Societies (WPNS) tool and community assessments which have led to the project's development.

The objective of disaster response is to scale up National Societies' response capacity effectiveness and efficiency to rapid and slow-onset disasters in order to contribute to Global Agenda goals 1 and 2. Substantial efforts are being made to pre-position emergency stocks closer to at-risk areas after mapping such areas. Priority countries are being supported to develop contingency plans and strengthen their disaster response mechanism through networking with other partners. The disaster preparedness and response component also includes:

- Capacity Improvement. Capacity at the zonal, regional and National Society level to provide effective disaster preparedness, prevention, early warning and assessment is improved. The zone level DM team is established, DM delegates at the sub-zonal offices have been recruited and assigned, and DM focal points at each National Society in charge of supporting the programmes have been appointed. Baseline exercises for 18 countries has been undertaken using the WPNS tool. Areas that need improvement for the next three years or more for some of the National Societies are mapped out and analyzed.
- Risk Reduction Capability. Risk reduction activities for re-current and newly emerging hazards in the zone are being identified and improved upon. Projects on climate change adaptation are being developed in two pilot countries, utilizing the expertise of the zone's partnership with climate institutions. New practices in terms of risk reduction which include tree planting activities to contribute to land slide and flood prevention are being undertaken. Three National Societies are working with communities in training and sensitization on waterborne diseases. Curriculum development on risk reduction in schools has been initiated in two countries in collaboration with the ministries of education.
- Improved Training and Risk Recognition. The National Societies of West and Central Africa are knowledgeable of the risks and hazards threatening their countries, but have the capacity to anticipate the response. Training on DM is continuously improving with DM overview courses, as well as with food security trainings for National Societies' staff and volunteers that highlight the underlying causes of disasters and address them by reducing the vulnerability of the communities-at-risk.
- Improved Disaster Response Systems. Response mechanisms for emergencies are in place and have been enhanced at the zonal, regional and national level. National Societies' disaster response systems have been improved and contribute to Global Agenda goals 1

and 2. The training and formation of community disaster response teams in eight countries accompanied with drills based on the scenario of the main risks in the community have allowed National Societies to be quick to respond whenever disaster occurs. At least two National Societies have been able to establish their National Disaster Response Team (NDRT) with the reviewed training modules for the zone.

- *Effective Disaster Management Coordination.* Disaster management coordination is effectively implemented through coordination, cooperation, planning, performance monitoring and evaluation and advocacy both at the zonal and regional level.

### **Food security**

Improvements are taking place in food security, as a component that addresses the livelihood of at-risk communities. Food security community assessments have led to micro-projects in backyard gardening and communal farming in four countries through the support of DFID IS III funding. The regional food security strategy encompasses two issues: food security project and training. The Food Security component integrates:

- Implementing zonal food security strategy through community food security projects, and strengthening the capacity of National Societies.
- Starting up activities for the Africa Food Security Initiative (AFSI) by recruiting five food security officers and a food security delegate, as well as develop a long-term food security project for each National Society.

### **Coordination and partnerships:**

The zone aims at improving and maintaining effective coordination mechanisms, cooperation and technical support in DM to improve advocacy, communications and external relations at the zonal level, as well as linking up with institutions at the global and regional level for better results. New partnerships are being formed with climate institutions, universities, government institutions and taking the lead in inter-agency committee working groups and other regional platforms or forums. This component takes into account:

- Building partnerships with scientific-based organizations (climate, meteorology agriculture) to gain knowledge to improve DM programme and service delivery.
- WCAZ to play a critical role in inter-agency standing community and regional humanitarian meetings.
- Information exchange and coordination of actions in disaster situations.

### **Achievements**

#### **Disaster preparedness and response:**

- *Partnerships with climate organizations:* A partnership with the Red Cross/Red Crescent Climate Centre and the African Centre for Meteorological Applications and Development (ACMAD) has enabled the implementation of new response mechanisms using climate information for Early Warning System (EWS), development of contingency planning in flood prone countries, and pre-positioning non-food item (NFI) stocks. The strategy prepares communities to respond in a timely and efficient manner to disasters.
- *Lessons learned:* Lessons learned were taken from the 2007 floods in West Africa and a “2008 Flood Preparedness Meeting” was successfully organized in 2008. At this meeting, experiences were shared with Asia and the Americas, and incorporated scientific data on climate that improves the EWS of the National Societies and its reporting system. Based on the lessons learned, the zone has been able to mobilize resources to respond to floods.

- Training for rapid response. The RDR Team Leader training prepared 10 members for rapid deployment to provide qualitative leadership support to National Societies in crisis, and to launch an emergency operation within the very first hours of the disaster.
- Reducing vulnerability: The pilot project on DM capacity building has led to an in-depth assessment of National Societies and government DM systems, resulting in the first joint DM overview course for Red Cross personnel and government officials from the three pilot countries (Liberia, Nigeria and Sierra Leone). There is a shift in mindset and national efforts will now focus on mitigation activities, reducing vulnerability and improving community resilience, rather than on disaster response and relief.

### **Food Security**

- Food security pilot projects: Pilot projects are being implemented in Niger, Guinea, and Mauritania. Projects aim to fill in the food gap during the dry season and include income-generating activities and food production. Activities include: Guinea rice planting, Niger vegetable garden for the women's association; Mauritania risk reduction projects and a vegetable garden.
- Food security course development: A food security programming course has been developed.
- Food security programme staffing: Five food security officer focal points in five targeted National Societies have been recruited for a one year contract in Mauritania, Mali, Burkina Faso, and DRC. In Niger, the focal point officer has a two year contract. The salary of the zone Food security officer is already covered for one year from this initiative fund. In collaboration with the Spanish Red Cross Society, a food security delegate is being recruited for two years.
- Long-term food security projects: Long term food security projects have been developed with National Societies in each of the five countries targeted by the AFSI: Mauritania, Mali, Burkina Faso, the DRC, and Niger.

### **Coordination and partnerships**

- Strong partnerships with the Columbia University International Research Institute for Climate and Society (IRI), the African Centre for Meteorological Applications and Development (ACMAD), the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), and also with the World Food Programme (WFP) and the Food and Agricultural Organization (FAO) have been established to develop the framework for early information and early action to support early warning systems. A pilot project is underway in Togo to develop the EWS for potential floods due to Mollo River overflow.
- A Columbia University intern was hosted by the International Federation and her role was to improve specific content for the collaboration related to early warning and early action programme and the use of climate information to improve both disaster response and food security programmes. The information projected by the scientific centres needed to be translated into information that could be used for decision making such as early warning, community sensitization on imminent risks, evacuation as well as advising small farmers on what and when to plant according to the climate conditions. Collaboration discussions are still ongoing to formalize the collaboration based on common objectives. Collaboration aims to use available expertise within climate hydrology and agriculture organizations/institutions to improve DM service delivery including Food Security.
- The West and Central Africa zone in close collaboration with Oxfam is leading the disaster risk reduction agenda within the Regional Humanitarian Framework which is the mirror of the Inter-Agency Standing Committee (IASC) at regional level in which DMC is cooperating with other humanitarian organizations, by holding the presidency of the

National Disaster Committee of the Inter-agency working group, and playing a recognized credible role with humanitarian partners.

- The International Federation participates regularly and is part of the working group on nutrition and food security committee of the Inter-agency Standing Committee and reports on related National Society activities.
- The Red Cross Movement is in general the first on the ground during disasters. This provides an important role in briefing partners on the disaster, especially the UN, which strengthens this position of presenting initial information.

National Societies' assessment (supported by the International Federation) of beneficiaries is based on need and is considered credible by partners. Informal consultation with the WCAZ takes place regularly for strategic and operational coordination. This role has recently been more fully recognized by partners

### Constraints or Challenges

- Problem of organizational and staff development in National Societies, as well as accountability issues.
- Lack of concordance between the priority given to DM and humanitarian aid in the organization and the role of the DM focal point within the National Societies.
- Staff both in the zone and in the National Societies are more accustomed to disaster relief operations than to developing risk reduction programmes.
- Lack of timely and quality reporting received from National Societies and regional offices.

### Health

#### Outcome(s)/Expected result(s)

**To improve and maintain an effective coordination, cooperation and technical support role in the health sector leading to improved advocacy, communications and external relations within the zone.**

- Zonal health coordination is effectively executed through coordination, cooperation, planning and performance monitoring and evaluation both at the zonal and regional level
- Partnerships with main stakeholders within the zone in the health sector are maintained and further developed.
- Funding opportunities available within the zone (at country, regional and zonal levels) are identified and utilized to increase the mobilization of resources for quality programming.

**To build up preparedness and response capacity within National Societies and at the regional and zonal level to allow for an effective and timely response to rapid and slow-onset public health emergencies.**

- Prevention activities for re-current and newly emerging health problems in the zone have been identified and improved upon.
- Capacity at the zonal, regional and National Society level to provide effective preparedness, early-warning and assessment in the health sector has been built up.
- Response mechanisms for public health emergencies are in place and have been enhanced at the zonal, regional and national level.

**To support the implementation and scale up of ongoing and new community-based health projects and programmes (Global Alliance HIV, Water and Sanitation, Keep-Up, etc.)**

- All five objectives of the “West and Central Africa Health and Care Strategy 2007-2010” are implemented and scaled-up throughout the zone.
- West and Central Africa takes active part in the different Global Alliances (HIV, water and sanitation, etc.), and has developed zonal programmes for these and other important thematic areas (measles, malaria, etc.).
- Best practices from small projects are used to replicate and scale-up activities throughout the zone.

**Achievements**

**To improve and maintain an effective coordination, cooperation and technical support role in the health sector leading to improved advocacy, communications and external relations within the zone.**

- A zonal health coordination workshop took place. Monthly telephone conferences have begun to improve coordination with the regions. These telephone conferences consisted on sharing information on ongoing issues.
- All donors from last year are still collaborating with the Health and Care department. Shell and Belgium Flanders Red Cross Society are investing increasingly in water and sanitation activities.
- Coordination with other humanitarian agencies and non-governmental organizations (NGO) is strengthened, and joint meetings and activities are under way or planned with UNICEF, UNHCR, and OXFAM, UNAIDS, OCHA, and WHO.
- Through coordination with the Geneva secretariat and the country delegation a fund has been secured for the Red Cross of the Democratic Republic of the Congo for the Global Alliance Vaccine and Immunization (GAVI).

**To build up preparedness and response capacity within National Societies and at the regional and zonal level to allow for an effective and timely response to rapid and slow-onset public health emergencies.**

- The planned meningitis prevention activities started in late 2007 were mainly implemented in early 2008 in several countries throughout the zone. These activities were coordinated and supported from the zonal office through the regional representations. In response to a meningitis outbreak in Burkina Faso twenty-five medical districts benefited from Red Cross support in social mobilization activities against meningitis. Seven hundred and fifty-five volunteers were mobilized, and more than 17,500 houses were visited in 11 areas. More than an estimated 105,200 people were reached by house-to-house sensitizing activities.
- Three Regional Disaster Response Team water and sanitation trainings with different technical focuses like water erosion control, hygiene promotion and Sahelian climate conditions either already took place or will take place in the zone in the near future for 75 people.
- Five water and sanitation kits for the zone have been ordered to be pre-positioned for use in emergency situation. Trainings on these kits are to be implemented upon arrival.
- The handing over of the Basic Health Care Unit (BHCU) Emergency Response Unit (ERU) has been successfully negotiated with the French Red Cross Society following the unit's deployment to the regional representation in Yaoundé (Cameroon). Training of regional resource persons from the National Society on the use of the unit is planned in the coming months.

## **To support the implementation and scale-up of ongoing and new community-based health projects and programmes (Global Alliance HIV, water and sanitation, Keep-Up, etc.)**

- The HIV Global Alliance for the five participating countries (Burkina Faso, Central African Republic, the Democratic Republic of the Congo, Guinea and Nigeria) was launched in July after several months of detailed preparation. Simultaneously, work was undertaken with the National Societies to improve partnership at the country level for fundraising especially through the CCM (Country Coordinating Mechanism) and the Global Fund. The projects are directly supported and monitored by the regional representations.
- The water and sanitation projects in the DRC and Cote d'Ivoire continue. The Côte d'Ivoire project is being enlarged by new funds from Shell and Belgium Red Cross Society (Flanders). The Global Water and Sanitation Initiative (GWSI) project in Niger has been closed down.
- The European Commission Humanitarian Aid (ECHO) project on cholera response and prevention in Guinea (Conakry) was closed down successfully.
- The health team was enlarged with the recruitment of a roving water and sanitation officer supporting namely the Côte d'Ivoire and Nigeria water and sanitation projects funded by Shell and the Belgium Red Cross Society.
- Measles campaigns and malaria programmes are important aspects in the zone. Malaria project follow up through the regional representations with the technical support from a zonal malaria/community health delegate is underway specifically in Togo, Equatorial Guinea, Liberia, Nigeria, Senegal and Mali. Both Insecticide-Treated Nets (ITN) campaigns and longer-term follow-up activities (Keep-up) are supported in planning and implementation.
- A big distribution campaign of long-lasting effect mosquito nets impregnated with insecticides (MILDA) took place in Senegal thanks to the President of Malaria Initiative project (PMI). The National Society enrolled a total of 991 volunteers and community supervisors for five areas of intervention.
- The Senegalese Red Cross Society implemented an IMCI Community project. Mothers and children benefited from a package of services offered including impregnated mosquito nets, growth monitoring, health sensitizing IEC/CCC), and essential medicines such as vitamin A. Increase in participation to several vaccination campaigns and the promotion of routine vaccination services led to an improved vaccine coverage in Senegal.
- A road safety workshop with participants from 25 National Societies from West and Central Africa and the Maghreb took place with assistance from the Global Road Safety Advisor based in Geneva, and the financial support from the Global Road Safety Partnership (GRSP). The participants worked on road safety recommendations for their National Societies and are now in charge of developing plans to implement these recommendations.
- Preparation to start pilot projects on voluntary non-remunerated blood donation in the form of Club 25 projects in all three regions is underway with funding from the zonal health coordination projects.

### **Constraints or Challenges**

- The activities in the refugee camps in the east of Chad, as well as in Cameroon were interrupted at times due to security issues. The political environment in a number of National Societies in the zone is not always conducive to project implementation and follow-up, and poses challenges as well as threats to quality programming and donor appreciation.
- There were delays in starting the Keep-up Project implementation in Mali due to several factors:

-the changing of the National Society Executive Secretary which affected continuity.  
-delays in the finalization procedures of the project and the Memorandum of Understanding signature. That delay obliged the Sahel Health programme to do a follow-up mission in order to better support the National Society in the implementation.

- Insufficiency of an adequate funding hindered proper implementation of a community health initiative related to a Poliomyelitis campaign in Burkina Faso.
- Lack of financial resources constituted a limit to scale up the Health and HIV projects in the Sahel region.
- Lack of HIV focal point in Sahel National Societies except for Guinea and Gambia is also a constraint to the project.

## Organizational Development

### Outcome(s)/Expected result(s)

- A platform for strategic planning has been established at the zone level.
- A volunteer management framework is in place and has been implemented.
- Financial management guidelines are in place and adhered to by National Societies.
- Knowledgeable, functional and empowered leadership of the National Societies in the zone.

### Achievements

- The strategic plan for 2008 to 2012 for the Côte d'Ivoire Red Cross Society was drafted and published, and it essentially focused on health and disaster management. The plan takes in consideration the recommendation to build capacities, which was made at the end of the strengths and weaknesses analysis. The creation of Red Cross structures at the community level comes along with health programmes and disaster management. Emblem protection activities, the Humanitarian Values activities and fight against genital mutilation on women have also been included.
- Support was given to the zone disaster management department team for OD activities in the West Coast Region. A post emergency planning workshop on vulnerability reduction was held with the Togolese Red Cross Society after the floods. This workshop produced a combined health\disaster management project.
- The Danish Red Cross Society plans to be present in the maritime region where the combined health\disaster management project of the Togolese Red Cross Society will be implemented to support the country in the field of health. This presence will depend upon the resources made available by the DM department to set up an information system at the community level all around the Mano River.
- In the area of improving planning, performance and accountability, a meeting was held in Grand-Bassam in Côte d'Ivoire from the 1<sup>st</sup> to the 3<sup>rd</sup> April that gathered the representatives of the National Societies of Côte d'Ivoire, Sierra Leone, Liberia, Canada, Mozambique, Norway, Great Britain, Netherlands, the International Federation of Red Cross and Red Crescent and the New African Partnership for Red Cross and Red Crescent (NEPARC), as well as some external consultants. During the meeting, the International Federation was asked to facilitate partnership between the Red Cross Society of the Côte d'Ivoire and Netherlands. The two partners asked the International Federation for technical support for

the organization of a strategic planning workshop for the Red Cross Society of the Côte d'Ivoire.

## Constraints or Challenges

- The lack of human resources had created a challenge in allowing National Societies to improve their financial management systems. Most of the National Societies do not have the financial resources to match competitive salaries in the job market and therefore cannot attract or retain qualified finance personnel.
- At the secretariat level, helping National Societies build capacity in sound financial management has taken a much longer time due to the long-term nature of development work. Funding the Finance Development delegate position will be a challenge going into 2009.
- In order to address the issues relating to human resources at the National Society level, the OD department has entered into negotiations with other Movement partners who are able to carry out longer-term programmes with National Societies. The idea is for the Participating National Societies (PNS) to take over the sponsorship of some of the key National Society positions for the long term duration of their projects with the National Society.

## Working in partnership

The West and Central Africa zone has built a strong partnership with some regional NGOs and international agencies.

From the Africa Review (1998), Algiers Plan of Action (2003), New African Partnership for Red Cross and Red Crescent (NEPARC) 2004, and the Federation of the Future (2005) many good ideas have come up on how to approach organization development. One of the new ways of collaboration that may help in mobilizing the delivery on the goals enshrined in the Algiers Plan of Action is through the eight National Societies Africa Initiative. It focuses on the development and support of four African National Societies' organizational capacities.

The zone OD coordinator has been actively involved in the coordination of this initiative between the British, the Canadian, the Netherlands and the Norwegian Red Cross Society, as well as the National Societies of Côte d'Ivoire, Liberia, Mozambique and Sierra Leone. A coordination meeting took place in Côte d'Ivoire in April 2008, and another coordination/partnership meeting is scheduled in Maputo for October 2008.

## Contributing to longer-term impact

As far as health is concerned, the trends in increased volunteer activities through health programming (e.g. large-scale malaria campaigns) may improve National Societies' performance to provide effective preparedness and response as far as health emergencies are concerned. At the same time, these large-scale activities foster partnerships with national authorities, namely the Ministry of Health, and therefore contribute towards longer-term goals and improving Partner National Societies' working environments. The same is achieved, as confirmed by partners, through joint planning with United Nations (UN) agencies, government authorities and NGO's, as seen in the HIV Global Alliance process.

Regarding organizational development, the coordinator for West and central Africa met with other zone OD coordinators in Geneva in May 2008. The objectives of this meeting consisted of firstly, reviewing programme evolution at the zone level, and the lessons learned since the beginning of 2008; and secondly, beginning the draft of the 2009-2010 plans. The third objective

was to clarify the main interaction between the Geneva secretariat, the zone offices, the sub-regional offices and the Federation representations at the country level. This meeting was important in strengthening the mechanisms and procedures which currently exist to monitor and evaluate programmes in the region.

## Looking ahead

The implementation of the Global Agenda and the Algiers Plan of Action requires an improved strategic and project planning, and the development of partnerships by National Societies. A mechanism needs to be created to facilitate the communication between the National Societies and their current or potential partners.

It is clear that a mapping of the OD work by both PNSs and the International Federation will improve coordination and will allow both PNSs and the International Federation to benefit from the synergies that can be drawn from such collaborative partnerships.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
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