

# Appeal 2003-2004



International Federation  
of Red Cross and Red Crescent Societies

## MANO RIVER SUB-REGION

**Appeal no. 01.29/2003**

*Click on programme title or figures to go to the text or budget*

	<b>2003</b>	<b>2004<sup>2</sup></b>
	<i>(In CHF)</i>	<i>(In CHF)</i>
<b>1. Organizational Development</b>	<b>318,690</b>	<b>325,000</b>
<b>Total</b>	<b>318,690<sup>1</sup></b>	<b>325,000</b>

### Introduction

The Mano River conflict continues to dominate the Abidjan region, which covers Côte d'Ivoire, Guinea, Guinea-Bissau, Liberia and Sierra Leone. Peace in Sierra Leone has remained intact, resulting in tens of thousands of Sierra Leonean refugees returning home. The Liberian situation, however, has steadily deteriorated. It is predicted that fighting in Liberia will escalate and thousands more will seek refuge in neighbouring countries in 2003.

The situation in the region took a turn for the worse when once stable Côte d'Ivoire erupted again into violence on 19 September 2002. In the three largest towns of the Ivory Coast - Abidjan, Bouaké (in the centre of the country) and Korhogo (in the north) 750 disaffected national army soldiers protesting their impending demobilization. Early success and the strategic nature of the insurgents' action has resulted in an increasingly complex emergency situation in the Ivory Coast - and in the region. The Minister of the Interior and previous President of the Republic Robert Guei, his family and some of his advisors were among those killed in the early stages. A cease-fire has been brokered by the Economic Community of West African States (ECOWAS). With the insurgents controlling significant parts of northern and central Ivory Coast, the humanitarian situation in the country continues to be of concern. The outcome of the ongoing negotiations being held in Togo will determine whether the current humanitarian situation remains fairly stable or deteriorates sharply both within Ivory Coast and in neighbouring countries. At the time of this writing the talks are bogged down among mutual recriminations and reports of increasing political repression in Abidjan. The potential impact on the region is considered significant. Even if a successful ceasefire is achieved, political unrest is likely to continue for sometime in the country.

A country with moderate socio-economic indicators by African standards, Côte d'Ivoire was already facing numerous challenges, such as combating the country's high prevalence rate of HIV/AIDS. The current conflict will not only dramatically effect the humanitarian situation in the country but will make it more and more difficult for the Red Cross to address those needs. As a result of its long conflict, Sierra Leone and Liberia have some of the worst human development indicators in the world. Unemployment and poverty also remain a major problem. For the last ten years Guinea has hosted a number of refugee equal to 10% of its population. Unfortunately,

<sup>1</sup> **USD 218,670 or EUR 216,676.**

<sup>2</sup> **These are preliminary budget figures for 2004, and are subject to revision.**

Guinea is far from being prepared to adequately care for these populations, much less its own. Guinea-Bissau is still in a state of socio-economic crisis due to the effects of its civil war and its continued political instability.

The Côte d'Ivoire Red Cross has an ability to mobilise experienced and well-trained volunteers in health emergencies. But it needs to reinforce its capacity at the branch and local level. Because of the population movements in the region, the Guinea Red Cross society has received unbalanced support from the Movement - mostly through provision of relief only - and is in need of developmental assistance. The Guinea-Bissau Red Cross has the daunting challenge of formulating a strategy to get to a level where it can begin to address more than the health emergencies that plague the country every year. Sierra Leone has a very strong and credible national society and requires support to transition from being a relief provider to a community development builder.

The Federation Secretariat will continue to address the urgent humanitarian crisis caused by the population movements in the region. It will also assist the National Societies to strengthen their branch and project management capacity through community-based programming involving and developing their networks of volunteers, members and community participation. All of the National Societies in the region will receive intense capacity assessment assistance, leading to strategic development plans and resulting in a well co-ordinated CAS process.

Despite the regionalization process, the conflicts that affected the Mano River Union countries have caused the Federation Secretariat to provide focused attention in Guinea, Sierra Leone and Liberia since the start of the conflicts more than ten years ago. Even though a peace agreement ended the Sierra Leone conflict in 2001, fighting in Liberia continues. Guinea hosts significant numbers of refugees from both countries. Thus Secretariat presence in these three countries is foreseen to be necessary for a few more years.

In 2001, the Secretariat closed its delegation in Liberia. In 2002 the National Society and the Secretariat agreed to installing a Technical Advisor in the National Society to work with it on developing a plan of future co-operation. As a result, it is expected that 2003 will see the Secretariat's country presence change from a parallel (as it was prior to 2001) to an integrated structure to enable the National Society to make decisions with the Secretariat taking the advisory and facilitative role.

In Guinea, the influx of Liberian refugees in 2002 forced the Secretariat to reconsider scaling down its delegation. Nevertheless, the Secretariat has scaled back its non-emergency engagement with the National Society. In 2003, the Federation delegation will begin a five-year plan to incrementally engage the Guinea Red Cross through three projects: one in each of the three Secretariat core areas of Health, Disaster Preparedness and Humanitarian Values.

Although the conflict ended in Sierra Leone, peace in the country remains fragile and requires continued presence of UN peacekeeping forces and humanitarian aid. The National Society, too, is still fragile and requires continued development from the Secretariat and sister societies in order to become self-sufficient. Thus the Secretariat intends to remain in country for 2 to 4 more years in order to incrementally disengage and leave the Sierra Leone Red Cross will full control of its operations.

## **1. Organisational Development W** *<Click here to return to the title page>*

### **Background and achievements/lessons to date**

The Federation has been assisting the National Societies in West Africa for over 10 years, and during half of that period there have been organisational development delegates assigned to the

Regional Delegation in Abidjan. Over the past five years the regional OD focus has been one of providing guidance to National Societies with their ongoing governance and management issues, and facilitation of their Development Plans.

However, due to the vast territory and the complex and entrenched political nature of many for the governance and management challenges facing the 16 countries of West Africa, as well as the growing need of the vulnerable for services, the OD support to the region has yet to make the solid impact hoped for in order to enable the National Societies respond in the most effective and efficient manner.

As a result of the lessons learnt from the past, and a reflection of the Secretariat's commitment "to assist the National Societies to strengthen their branch and project management capacity through community-based programming involving and developing their networks of volunteers, members and community participation", the Regional Delegation intends to increase the number and proximity of OD resource persons in West Africa to one Regional OD Officer per region.

### **Overall Goal**

To decrease vulnerability of people living in West Africa through improved service delivery by their National Societies.

### **Programme Objective**

To assist the Abidjan Region National Societies in moving closer towards the Characteristics of a Well-Functioning National Society, by promoting development and capacity building throughout all programmes and activities of the West African National Societies, as well as promoting effective co-ordination of bilateral and multilateral support and co-operation programmes).

### **Expected Result**

1. The capacity of targeted National Societies in the Abidjan Region is strengthened through the professional guidance and technical assistance of a **Regional Development Officer** who will:
  - Targeted National Societies are assisted in conducting appropriate evaluations (SWOT, VCA, Self Evaluation).
  - Targeted National Societies have received facilitation in developing their five-year strategic development plan.
  - National Societies have been assisted in increasing branch capacity through community-based programming involving and developing their networks of volunteers, members and community participation.
  - National Society have improved management and recruitment of volunteers.
  - National Society have improved management of human resources.
  - National Societies have been assisted in implementing 'Youth Strategy'.

## **2. Field Management W**

### **Background and achievements/lessons to date**

The functional responsibilities of the Regional Delegation in Abidjan and the Regional Office supporting the national societies of Ivory Coast, Guinea Bissau, Guinea Conakry, Sierra Leone and Liberia were divided in September 2002 with the Head of Regional Delegation assuming tasks for managing the Abidjan Office. It is planned a Head of Office for Abidjan will be appointed early 2003 and the division of tasks between the Delegation and the Office will be effective thereafter. This will help the Secretariat to provide an increasingly tailored support to national societies from the Abidjan Office - based on Co-operation Agreement Strategies which will be elaborated for most of the national societies in the region during 2003. As with other regional offices, the ability of the Abidjan to make a real difference to the services national societies are providing to the vulnerable in the region will depend on imaginative, time-bound

and measurable solutions - such as local expertise, peer support from neighbouring national societies, expertise from national societies in other regions, knowledge sharing exchanges between national societies, Secretariat-sourced expatriate staff.

### **Overall Goal**

The Regional Delegation, regional offices and country delegations in West and Central Africa are:

- Strengthening National Societies to deliver services and advocate on behalf of vulnerable people.
- Ensuring effective representation and advocacy.
- Building Coordination, co-operation and strategic partnerships.

### **Programme Objective**

Abidjan office is providing an optimal level of service to national societies in the region by managing common Federation resources, representing the Federation, co-ordinating and communicating with National Societies, supporting National Societies in responding to disasters as they occur and in managing multilateral programmes for which the Secretariat has responsibility.

### **Expected Result**

1. The **Office in Abidjan** is managing a Federation presence in the region which is the first port of call for support in DR, OD and Program Development, is initiating dialogue and review towards optimal support of national societies and is helping build new business opportunities in favour of the seven national societies in the region.

- **Administration** and accounting and **financial** management in the Abidjan Office is performed efficiently
- Abidjan Office is producing timely, donor-oriented **reporting** including emergency appeals, operations updates, annual reports for the region.

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# BUDGET 2003

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.29/2003

Name: Mano River Sub-regional Programmes

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	0	0	0	0	0	0	0
Land & Buildings	186	0	0	0	0	0	186
Vehicles	0	0	0	0	0	0	0
Computers & telecom	5,750	0	0	0	0	0	5,750
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	200	0	0	0	0	0	200
<b>CAPITAL EXPENSES</b>	6,136	0	0	0	0	0	6,136
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	833	0	0	0	0	0	833
<b>TRANSPORT &amp; STORAGE</b>	833	0	0	0	0	0	833
Programme Support	20,714	0	0	0	0	0	20,714
<b>PROGRAMME SUPPORT</b>	20,714	0	0	0	0	0	20,714
Personnel-delegates	138,182	0	0	0	0	0	138,182
Personnel-national staff	81,074	0	0	0	0	0	81,074
Consultants	0	0	0	0	0	0	0
<b>PERSONNEL</b>	219,256	0	0	0	0	0	219,256
W/shops & Training	30,000	0	0	0	0	0	30,000
<b>WORKSHOPS &amp; TRAINING</b>	30,000	0	0	0	0	0	30,000
Travel & related expenses	18,765	0	0	0	0	0	18,765
Information	0	0	0	0	0	0	0
Other General costs	22,984	0	0	0	0	0	22,984
<b>GENERAL EXPENSES</b>	41,749	0	0	0	0	0	41,749
<b>TOTAL BUDGET:</b>	318,690	0	0	0	0	0	318,690