

# 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

## SAHEL SUB-REGIONAL PROGRAMMES

30 April 2005

### In Brief

**Appeal No.:** 01.39/2004 – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual04/013904.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/013904.pdf)

**Appeal target:** CHF 276,624 (USD 207,754 or EUR 178,065)

**Appeal coverage:** 115.9% ([Click here to access the final financial report](#))

**Appeal 2005:** Sahel sub-regional programmes no. 05AA033 –  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA033.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA033.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>*

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### Overall analysis of the programme

The Federation's Sahel sub-regional office experienced a significant expansion of its activities this year with the recruitment of an organisational development officer and a health coordinator to assist the national societies of Burkina Faso, Mali, Niger, the Gambia and Mauritania in strategic planning and staff development.

Since only the Senegalese Red Cross had a long-term development plan, in 2004, the sub-regional office initiated a strategic planning process with the national societies of Burkina Faso, Mali, Niger, the Gambia and Mauritania. This comprises last years' activities evaluation, partnership and project development workshops as well as partnership meetings planned in 2005.

In collaboration with the national societies present, the ICRC conducted the process within each country. The national societies' development strategies are now available, and include comprehensive and detailed project plans within health, disaster management and organizational development. Meanwhile the Senegalese Red Cross proceeds to organize the review of its 2001-2006 Development Plan which should lead to a revised document with clear updated directions in all areas.

Furthermore, several national societies moved away from purely voluntary organizations to a more professional status with separate governance and management staff and competent full time personnel. With the support of the Capacity Building Fund, the national societies of Mali, the Niger and Mauritania respectively hired a Health Coordinator,

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an Executive Secretary and a Secretary General. These positions were funded for one year to enhance project development and contribute to future funding for the positions.

The national societies of Mali, Burkina Faso, Niger and the Gambia demonstrated sustained interest and active engagement in improving their management systems and experienced or are about to start a comprehensive audit process. Their financial reporting documentation were analysed during missions and recommendations proposed for improvement.

In addition, the recruitment of a full time health officer at the sub-regional office in July 2004 greatly bolstered the support to national societies. All member national societies were involved in mass social mobilization campaigns for polio, measles and yellow fever vaccinations. In the event of a cholera outbreak in Senegal, the Federation with DREF support assisted the Senegalese Red Cross to take advantage of its community-based branch volunteer network in organizing IEC/BCC activities with the delivery of key messages.<sup>1</sup>

Similarly, the sub-regional office assisted the Red Cross of Burkina Faso, Mali, Niger and Senegal in their flood operations as well as continued its support of the Mauritania emergency floods and food security programmes, liaising with the French, Spanish and Italian RCS partners.

Massive swarms of locusts invaded Mauritania, Niger, Burkina Faso, Mali, Senegal and Cape Verde, and affected many rural communities with severe localized damage to crops, pasture and vegetables. The sub-regional office assisted member national societies in monitoring the situation in close cooperation with concerned international organizations and the regional disaster preparedness and response delegate.

During the West and Central Africa partnership meeting held in Accra/Ghana in March, the national societies shared their experiences and best practices. The Mauritanian Red Crescent presented its food security programme covering health and nutrition, reinforcement of at-risk communities, fight against poverty and rural improvements. The national society also hosted the Sahel Regional Working Group meeting held in Nouakchott (5-6 October), to continue topics covered by the May group meeting in Dakar.

### **Organizational Development**

**Goal: To decrease vulnerability in West Africa through their national societies' improved service delivery.**

**Objective: To assist the Sahel sub-regional national societies in moving closer towards the characteristics of a well-functioning national society, through promoting development, capacity-building, and effective coordination of bilateral and multilateral support.**

#### **Expected results**

The capacity of targeted national societies in the Sahel sub-region is strengthened through the professional guidance, technical assistance, and co-ordination services of a regional development officer who:

#### **1. Supports targeted national societies for their needs assessment and self-evaluation processes (SWOT analysis 1, VCA 2, and Self-Assessment).<sup>2</sup>**

- The national societies of Burkina Faso, Mali, Niger and Mauritania conducted their past years' programming evaluations with the regional development officer and regional health coordinator's the assistance. These were used to complete the strategic planning and cooperation agreement strategy (CAS) process involving several stakeholders, resulting in the national societies programmes' and development strategy, with coherent project plans and budgets.
- With support from Concern Universal, a Banjul-based NGO, the Gambia Red Cross launched an evaluation and planning process in coordination with the national society's technical officer and the regional organizational development officer.

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<sup>1</sup> DREF – Federation's Disaster Relief Emergency Fund; IEC – Information, education and communication; BCC – behavioral change and communication.

<sup>2</sup> SWOT – analysis of strengths, weaknesses, opportunities and threats; VCA – vulnerability and capacity assessment.

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- With Federation support, the national societies of Burkina Faso, Mali, Niger, the Gambia and Mauritania held project-planning workshops where strategic planning was drawn up with project log frames in health, disaster preparedness and response, and organizational development.
- The Senegalese Red Cross implemented its community-based health care (CBHC) programme evaluation while the sub-regional office participated in the exercise within member national society branches. Since one of the underlined recommendations is to develop a coherent health strategy, a comprehensive review of the 2001-2006 development plan is under process with the Federation support to lead to a revised development plan with clear, updated directions in health and DM.

### **2. Ensures coherence in approach between on-going developmental activities and emergency relief support as well as with all programmes supported by other partner national societies.**

- The Sub-Regional Office support enhanced information sharing missions of the Gambia and Burkina Faso health coordinators who used the Senegalese Red Cross Society's experience as a model in implementing community-based health programmes.
- Liaison with the Dakar ICRC regional office facilitated communication and developed good working relations.
- Good collaboration with the Senegalese and the Danish Red Cross during the CBHC evaluation.
- Coordinated support with the Burkina Faso and the Danish Red Cross for the 2003 comprehensive management audit improved the national society's accounting and the financial management systems.
- Organized refugee/returnee influx evaluation in Mali and Burkina Faso with a view to updating contingency plans in close co-operation with Movement partners, governments, UNHCR and other organizations.
- Monitored plans of action and flood operation budgets in Mali, Burkina Faso, Niger, Senegal, and Mauritania liaising with other partners (PNSs and ICRC among others).
- Wide stakeholders' involvement in the Burkinabe Red Cross, Mali Red Cross, Red Cross of Niger and the Mauritanian Red Crescent strategy and programme planning development.

### **3. Assist national societies develop appropriate branch structures to meet these needs: the number and location of branches, internal structures/systems and staffing.**

No information yet to report on the above expected result as this depended on progress made in strategic and programmes planning.

### **4. Assist national societies develop and implement human resource management systems, including volunteers.**

The year 2005 will be devoted to volunteerism in accordance with the needs of the national society's programs. National societies will be assisted in developing their own volunteer policies within the volunteerism policy framework adopted at the Federation's October 1999 General Assembly.

### **5. Assists national societies to implement their "Youth Strategy."**

The year 2005 will be devoted to the questions related to the Youth Strategy with the sub-regional office to provide assistance to the national societies to develop their youth policies.

### **6. Creates and maintains a regional resource database (consultants, universities, institutions) for national societies' capacity building.**

No information yet to report on this expected results, as most of these depend on progress made in the first three expected results. The 2005 plans specifically call for action to address these issues now that the regional national societies have undergone strategic and programmes planning.

### **7. Supports national societies in improving reporting capacities to meet international expectations.**

- The Mali Red Cross Executive Secretary and the Burkinabe Red Cross National Director attended the francophone project planning process (PPP) workshop in Abidjan (24-28 May).
- The Gambia Red Cross Society's programme coordinator and health officer attended the Anglophone PPP workshop in Lagos (18-23 October).

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- The 2005 planned workshops in governance and management with the Burkinabe Red Cross, Mali Red Cross, Red Cross of Niger and the Gambia Red Cross will develop the standard reporting requirements to be met by national societies.
- Launch of a “full circle” approach to national society financial systems management by linking guidance on finance system development to coaching on actual financial returns presented by the national societies. This support and the practice of conducting annual financial audits will continue in 2005.
- An opportunity has been seized, during the Regional Working Group meeting held in Nouakchott in 5-6 October, to raise various concerns about financial reporting and spread among the national societies’ representatives the Federation’s contingencies regarding financial standards and procedures.

### **Constraints**

- The Federation head of sub-regional office’s maternity leave delayed the execution of various objectives.

## **Coordination and Implementation**

**Goal: The regional delegation, sub-regional offices and West and Central Africa country delegations are:**

- **Strengthening national societies to deliver services and advocate on behalf of vulnerable people;**
- **Ensuring effective representation and advocacy and**
- **Building, coordination cooperation and strategic partnerships.**

**Objective: The Sahel sub-regional office is providing an optimal level of service to the sub-regional national societies by strengthening their disaster response capacities in meeting the needs of the most vulnerable through relevant programming. It also represents the Federation through partnerships and ensures effective managing and reporting on all resources.**

**1. The Federation’s presence is managed by the sub-regional head of office by providing support in health, disaster preparedness and response, as well as organizational development; initiated dialogue towards optimal national society support and built new business opportunities in favour of the sub-regional national societies.**

- The national societies of Senegal, Niger, Burkina Faso, Mali, the Gambia and Mauritania received technical and financial support for the national vaccination social mobilization campaigns with field missions held by the regional health officer in Senegal, Burkina Faso and Mauritania.
- The positions for the health coordinator and the Executive and General Secretaries for the Mali Red Cross, the Red Cross of Niger and the Mauritanian Red Crescent respectively received financial and technical support through the Capacity Building Fund.
- Six out of the seven national societies had information sharing missions organized to improve financial management systems and procedures. This upgraded staff performance and motivated the establishment of a minimum criteria list to enhance financial documentation
- A checklist has been established and sent to the national societies for each financial project report received while a memorandum now serves as a reference to list the national society’s strengths and weaknesses in financial reporting.
- Missions were held to foster the transition from a system of working advances to one of cash transfers and prompt better integration between SAGE and BuSy management systems in 2005.
- Comprehensive management audits implemented in Mali, Niger, Burkina Faso and the Gambia. The recommendations from the management letters addressed strengths, weaknesses and means of improving accounting systems, procedures and internal control mechanisms. The national societies demonstrate their commitment to transparency and accountability.
- The locusts’ invasions were monitored in Senegal, Mauritania, Mali, the Gambia, Burkina Faso and Cape Verde. In liaison with affected national societies, the sub-regional office provided situation assessment and assistance in developing contingency plans and volunteer mobilization to prevent larvae breeding. It also organised sensitization and awareness activities among the most affected populations and Appeal launch in Mauritania, the worst affected country.

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- To evaluate the impact of the population movements resulting from Côte d'Ivoire's crisis, the Sub-regional office organized the deployment of "Rapid Assessment and National Society Support" teams: The Senegalese Red Cross' head of disaster response department organized an assessment mission in Mali with the sub-regional OD officer.
- The national societies of Burkina Faso and the Gambia received support to organize partnership meetings to update them on progress made on the national societies' restructuring process, present programme progress, discuss the vision and goals, and seek support for the strategic planning process.
- Six of the seven regional national societies participated in the West and Central Africa Partnership meeting in Accra to exchange ideas with the other sixteen regional national societies and interact with current and potential partner national societies.

### **2. The Federation effectively represented and advocated on behalf of the national societies and their populations to international organizations and partners.**

- The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), in its fourth round, approved a funding of USD 12 million for the Federation's integrated malaria and measles campaign in Niger. Distribution is scheduled for 2005 and will be integrated with a polio vaccination campaign.
- Through a joint Federation-WHO Roll-back malaria (RBM) proposal, the national societies of Burkina Faso, Mali and the Gambia can join their national WHO/RBM teams and submit a plan of action to their WHO Representative for social and community mobilisation.
- Resource mobilization initiatives are undertaken with the National Councils to combat AIDS (CNLS) in Senegal, Mauritania, Niger and Mali to mobilize funding support in HIV/AIDS programmes.
- More than 20 national societies, including four from the Sahel sub-region, participated in the Pan-African Youth and AIDS Forum, in Dakar organized by the Big Seven Youth Alliance, of which the Federation is a member. This partnership forum seeks to address the HIV/AIDS epidemic through youth mobilization from different organization for maximum impact.
- The sub-regional office liaised with the national societies to identify appropriate areas of cooperation within the Federation/WFP cooperation agreement
- The head of sub-regional office met with the Mauritanian Minister of Health, inspiring a willingness from the Health Ministry to support the newly launched ARCHI of the Mauritanian Red Crescent. The sub-regional office is identifying support so as not to lose momentum of this opportunity.

### **3. The Sahel sub-regional working group met twice annually to share experience and advise the sub-regional office on environmental trends, strategic directions and other current matters of importance to the sub-region and Movement.**

- Technical support was provided for the two Sahel working group meetings organized in Dakar, Senegal (in May) and in Nouakchott, Mauritania (in October). The meetings not only created a forum to discuss the best way to implement the Algiers's Plan of Action, particularly on resource/social mobilization and partnership development, but the Federation and ICRC 2005 sub-regional programmes which were presented.
- Similarly, the national society's participants debated the working group's terms of reference, initiating reflection on maximizing links between the focal points and the working groups.

### **4. Administration, accounting, and financial management in the Sahel sub-regional office performed efficiently.**

- The sub-regional office was reinforced with the recruitment of an organizational development officer, a regional health coordinator and a finance assistant.
- The entire Sahel sub-regional office attended a budget holder workshop from 7-9 July, and the regional finance officer attended a finance workshop as well as a training-of-trainers workshop held in Geneva.
- The sub-regional office was audited and sustained efforts in improving finance management were provided, especially regarding the accounts.
- The sub-regional office welcomed the DFID programme officer for one week of in-depth exchanges about 2004 funding allocations for programmes supported by the British government.

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- A checklist document is being updated pending progress noted in the finance reports regularly received from the national societies.

### **5. The Sahel sub-regional office produced timely, donor-oriented reporting: information bulletins, emergency appeals, programme and operations updates, annual and final reports, and donor-specific (pledge-based) reports.**

- By the end of December 2004, the sub-regional office had produced the second Programme Update for all countries and sub-regional appeal in 2004; these were done in line with Federation reporting standards.
- The sub-regional office contributed to the following Information Bulletins:  
Senegal: Cholera, no. 1/2004 - [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts04/sn041027.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts04/sn041027.pdf)  
West Africa: Locust, no.1/2004 - [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts04/wa041010.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts04/wa041010.pdf)  
West Africa: Locust, no. 2/2004 - [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts04/wa041110.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts04/wa041110.pdf)

### **Constraints**

The ability of national societies to provide timely, donor-oriented reporting and timely funds transfer by the sub-regional office remains a challenge. In addition, the expectations of the seven member Regional national societies have been considerably raised, following successes achieved in these first three years. It is a challenge to respond to all their requests given the current level of staffing and resources. To avoid disappointment, it will be important to clearly prioritize and plan this support with the national societies in 2005.

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

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA039
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
Budget (A)	0			28'945	247'679	276'624
Opening Balance (B)	0			0	0	0
<b>Income</b>						
Cash contributions						
British Red Cross				29'455		29'455
Icelandic Red Cross					47'000	47'000
Irish Government					99'857	99'857
Swedish Red Cross	76'050				70'135	146'185
Cash contributions (C1)	76'050			29'455	216'992	322'497
Reallocations (within appeal or from/to another appeal)						
DFID - British Government				1'337		1'337
Irish Government				770		770
Swedish Government				4'021	8'489	12'510
Swedish Red Cross	-7'163				-10'000	-17'163
Reallocations (C2)	-7'163			6'129	-1'511	-2'546
Total Income (C) = SUM(C1..C5)	68'887			35'584	215'481	319'951
Total Funding (B + C)	68'887			35'584	215'481	319'951

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	0			0	0	0
Income (C)	68'887			35'584	215'481	319'951
Expenditure (D)	-63'364			-35'584	-204'460	-303'408
Closing Balance (B + C + D)	5'523			0	11'021	16'543

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA039
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	
<b>BUDGET (C)</b>		0			28'945	247'679	276'624	
<b>Supplies</b>								
Food						157	157	-157
<b>Total Supplies</b>						157	157	-157
<b>Capital Expenditure</b>								
Office/Household Furniture & Equipment		986					986	-986
<b>Total Capital Expenditure</b>		986					986	-986
<b>Transport &amp; Storage</b>								
Transport & Vehicle Costs	3'470	5				10'776	10'781	-7'311
<b>Total Transport &amp; Storage</b>	3'470	5				10'776	10'781	-7'311
<b>Personnel Expenditures</b>								
Delegates Payroll	177'636	3'204				94'199	97'403	80'233
Delegate Benefits		2'646			283	20'550	23'479	-23'479
Regionally Deployed Staff	15'514							15'514
National & National Society Staff		17'567			21'522	19'076	58'165	-58'165
Consultants		2'782				1'159	3'942	-3'942
<b>Total Personnel Expenditures</b>	193'150	26'200			21'805	134'983	182'988	10'162
<b>Workshops &amp; Training</b>								
Workshops & Training	20'000					750	750	19'250
<b>Total Workshops &amp; Training</b>	20'000					750	750	19'250
<b>General Expenditure</b>								
Travel	24'824	15'917			5'448	20'461	41'826	-17'002
Information & Public Relation					24	77	101	-101
Office Costs	17'200	6'815			4	8'130	14'948	2'252
Communications		5'448			361	4'955	10'764	-10'764
Professional Fees					697	931	1'628	-1'628
Financial Charges		-26'599			-473	3'756	-23'316	23'316
Other General Expenses						-43	-43	43
<b>Total General Expenditure</b>	42'024	1'581			6'060	38'267	45'908	-3'884
<b>Program Support</b>								
Program Support	17'981	4'119			2'313	13'290	19'722	-1'741
<b>Total Program Support</b>	17'981	4'119			2'313	13'290	19'722	-1'741
<b>Operational Provisions</b>								
Operational Provisions		30'474			5'405	6'237	42'116	-42'116
<b>Total Operational Provisions</b>		30'474			5'405	6'237	42'116	-42'116
<b>TOTAL EXPENDITURE (D)</b>	276'624	63'364			35'584	204'460	303'408	-26'784
<b>VARIANCE (C - D)</b>		-63'364			-6'639	43'219	-26'784	