

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

WEST AND CENTRAL AFRICA REGIONAL PROGRAMMES

Appeal no. 05AA039

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes, objectives, and related activities to be implemented in 2005, and the corresponding funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text, or can be requested through the respective regional department.

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Click on the title below to go to the relevant text; click on the figure to go to the programme budget

Programme title	2005 in CHF
Strengthening the National Society	
Disaster management	513,548
Organizational development	99,529
Coordination and implementation	1,159,578
Total	1,772,655¹

¹ USD 1,408,000 or EUR 1,141,800.

Regional Context

Insecurity in West Africa has increased in the last six months. Lack of protection of civilians and inter-ethnic strife are alarming while no clear solutions to address the needs of communities in host countries of refugees have been found, OCHA reported.

Efforts to maintain peace and stability remain a challenge in West and Central Africa and vulnerability is on the increase. Despite some positive developments like the peace and reconciliation processes in Côte d'Ivoire and the Democratic Republic of Congo, ethnic and religious intolerance increase in countries like Nigeria. Election-related political tension to elections in some countries remains a threat to regional stability and may increase vulnerability.

Following the Côte d'Ivoire crisis, neighbouring countries in the region received hundreds of thousands of returnees whose unexpected presence affected the progress made by poverty reduction programs in health, education, housing and water and sanitation (WatSan). Furthermore, the current political stalemate in Côte d'Ivoire's peace process, potential internal turmoil in some countries, delays in the reconstruction of Guinea Bissau and, uncertain outcomes of the peace-keeping mission in Liberia could further deteriorate the situation. The already fragile security environment needs further Federation attention through sound monitoring and preparedness activities.

Additionally, the prevailing acute economic decline will likely contribute to political instability in countries with great influence on the region's economic development. Poverty levels of the population have increased drastically and may worsen unless more emphasis is placed on sustainable economic development. Furthermore, natural and man made disasters continue to increase the vulnerability of the people. Droughts, floods and locust invasions are also creating food insecurity, mostly in the Sahel sub-region. Recurrent diseases such as HIV/AIDS, Ebola, Cholera, Meningitis and Polio, are still rampant and are spreading.

The most recent regional challenge is the conflict in Sudan's Darfur which forced thousands of people into Chad. Furthermore, the recent massacre in Burundi's refugee camp also has a negative impact on the situation in the Democratic Republic of Congo and other neighbouring countries.

Within the last two years, the national societies have significantly scaled up their activities in disaster preparedness and response as well as in HIV/AIDS, with emphasis on prevention, community-based health care, and anti-stigma and vaccination campaigns. Attention has also been on the promotion of humanitarian values and Red-Cross and Red Crescent principles. national society programs face a huge challenge of under-funding. Donors seem to focus their attention on other regions and visual disasters like earth quakes, flooding and hurricanes with huge death tolls. Unfortunately, the slow and onset disasters in West and Central Africa, with less visible victims and vulnerabilities, tend to be ignored. The ever deteriorating humanitarian situation in West and Central Africa deserves the full attention and commitment of the international community, in spite of the political instability.

A stronger humanitarian presence and action is needed. Stronger partnerships and adequate donor support are needed to alleviate the excessive vulnerability faced in West and Central Africa. A reinforced international development aid and stronger political leverage on good governance and peace agreements can ensure sustainable progress. Resources received in 2004 enabled the national societies to address some of the needs of the most vulnerable communities across the region. Additional support and efforts focusing mainly on stronger regional coordination will pave the way for better programming and maximum impact in the region. The table below gives a summary of human development in West and Central African countries.

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Human Development Indicators at a Glance

Country	HDI Rank	Total population (millions)	GDP per capita (USD)	HIV prevalence (% , ages 15-49) (2003)	Life expectancy at birth (years) Female-male	Population (%) with sustainable access to an improved water source (2000)	Adult literacy rate (% , ages 15 and above) Female-male
Benin	161	6.6	411	1.9	53.1-48.5	63	25.5-54.8
Burkina Faso	175	12.6	264	4.2	46.3-45.1	42	8.1-18.5
Cameroon	141	15.7	575	6.9	48.1-45.6	58	59.8-77.0
Cape Verde	105	0.5	1,345	n.a.	72.7-66.9	74	68.0-85.4
Central African Republic	169	3.8	274	13.5	41.0-38.7	70	33.5-64.7
Chad	167	8.3	240	4.8	45.7-43.6	27	37.5-54.5
Congo, Dem.Rep.	168	51.2	111	4.2	42.4-40.4	45	51.8-74.2
Congo, Rep. of	168	51.2	111	4.2	42.4-40.4	45	51.8-74.2
Côte d'Ivoire	163	16.4	707	7.0	41.5-40.9	81	38.4-60.3
Equatorial Guinea	109	0.5	4,394	n.a.	50.5-47.7	44	76.0-92.8
Gabon	122	1.3	3,780	8.1	57.6-55.7	86	n.a.
Gambia	155	1.4	257	1.2	55.4-52.5	62	30.9-45.0
Ghana	131	20.5	304	3.1	59.3-56.4	73	65.9-81.9
Guinea	160	8.4	415	3.2	49.3-48.6	48	n.a.
Guinea-Bissau	172	1.4	141	n.a.	46.8-43.7	56	24.7-55.2
Liberia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Mali	174	12.6	296	1.9	49.0-47.9	65	11.9-26.7
Mauritania	152	2.8	348	0.6	53.9-50.7	37	31.3-51.5
Niger	176	11.5	190	1.2	46.3-45.7	59	9.3-25.1
Nigeria	151	120.9	328	5.4	52.0-51.2	62	59.4-74.4
São Tomé and Príncipe	123	0.2	326	n.a.	72.2-66.9	n.a.	n.a.
Senegal	157	9.9	503	0.8	54.9-50.6	78	29.7-49.0
Sierra Leone	177	4.8	150	n.a.	35.6-33.1	57	n.a.
Togo	143	4.8	291	4.1	51.4-48.3	54	45.4-74.3

Source: UNDP Human Development Report, July 2004: Human Development Index (pages 139-250). Refer to http://hdr.undp.org/reports/global/2004/pdf/hdr04_HDI.pdf Note: Data is 2002 unless noted above.

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For ease of reference, the table below lists the standard abbreviations and references used in this Appeal.

CAP – Consolidated Appeal Process	OCHA – (UN) Office for the Coordination of Humanitarian Affairs
CAS – Cooperation Agreement Strategies	
ECOWAS - Economic Community of West African States	ONS – Operating National Societies PLWHA - Persons living with HIV/AIDS
IACS – Inter-Agency Standing Committee	PNS - Partner National Society(ies)
IDP – Internally-displaced persons	RDRT – Regional Disaster Response Team
IEC – Information, Education, Communication	STI / STD - Sexually-transmitted infections / diseases
Movement - International Red Cross and Red Crescent Movement.	ToR – Terms of Reference VCA – Vulnerability and Capacity Assessment
ARCHI 2010 – refer to http://www.ifrc.org/what/health/archi/	
ERU – Emergency Response Unit(s) Refer to http://www.ifrc.org/what/disasters/eru/	
FACT – Field Assessment and Coordination Team(s). Refer to http://www.ifrc.org/what/disasters/fact/	
Strategy 2010 – refer to http://www.ifrc.org/who/strategy.asp	
Ouagadougou Declaration – refer to http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp	
Seville Agreement – refer to http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp	

Red Cross Red Crescent Priorities

Movement Context:

Federation

The regional delegation in Dakar has been fully established following the signing of the headquarters agreement with the Senegalese government in July 2004. The management and service delivery in 2005 will be re-inforced through the establishment of units with the goal of making it a service centre for the Federation in West and Central Africa. It will also serve for an effective implementation of its humanitarian work based on the Secretariat strategy for change.

The delegation will reinforce the existing collaboration and cooperation with the ICRC, PNS and the national societies of the region. The success of the March 2004 regional partnership meeting held in Accra, Ghana marks the beginning of an effective partnership. In attendance were more than 15 PNS as well as representatives from the ICRC. The main recommendations were:

- Building and strengthening capacity and promoting programme ownership, implementation and management.
- Strengthening the national societies' response capacity for rapid and slow onset of disasters, and building effective linkages with international disaster response.
- Scale up activities in an integrated approach on HIV/AIDS, food security, community-based disaster preparedness through stronger volunteer management.

The Regional Delegation Strategy

The West and Central Africa regional delegation will serve as the Federation central coordinating and facilitating body in West and Central Africa. The fundamental challenge is to work towards resource mobilization and facilitating the national societies work through building cooperation and partnerships.

To fulfil its mandate, the regional delegation will provide policy guidelines and technical assistance to the sub-regional offices to enhance their support to support the national societies in building their health, humanitarian values, disaster management and organizational development. The delegation will also facilitate regional cohesion process through the development of a regional strategy, knowledge sharing and best practices, advocacy and policy development. It will also provide information and support in reporting, logistics and administration to the regional offices, national societies and their partners.

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With the establishment of global frameworks through which the national societies can develop long-term partnerships with their governments, donors and the civil society, the delegation will increase emphasis on advocacy and representation through a humanitarian diplomacy process. The delegation will also assist national societies which are in the process of CAS development or considering starting one.

The regional delegation's main challenge in 2005 is providing support to the national societies through the sub-regional offices and ensuring effective, coordinated and timely international disaster response. The delegation will also focus on creating a framework for interaction between operating national societies and PNS to maximize the impact of programmes aimed at reducing regional vulnerability.

Disaster Management

Background and Achievements

In 2004, West and Central Africa were continually plagued with man-made and natural disasters which seriously affected the population. The most prominent natural disasters were floods, drought, and wind storms, locust invasion affecting especially the Sahel countries and resulting in food insecurity, especially in the Sahelian countries.

Humanitarian disasters caused by armed conflict and political instability in Sudan (Darfur) forced hundreds of thousands to seek refuge in Chad. The influx continues and the Federation is supporting the Red Cross of Chad in providing basic health and sanitation facilities to refugees, camp management and strengthening the national society's capacity. The four sub-regional offices in Yaoundé, Lagos, Abidjan and Dakar responded to disasters in their respective countries by launching Emergency Appeals, deployment of trained RDRT members, networking and advocacy with other organizations. (For details see the Operations Updates and Programme Updates of the sub-regional offices).

The regional delegation had a coordinating and supporting role and assisted the national societies directly when requested, based on the needs and priorities expressed through the disaster management working group. The support was, however limited due to the unavailability of a Regional Disaster Management Coordinator in the first half of 2004. The main activities supported and coordinated by the regional delegation in 2004 were as follows:

RDRT training in Cameroon (May 2004) focussed on WatSan;

- Sectoral group meeting in Ouagadougou (May 2004) to review regional disaster management strategies and decide on future priorities;
- IT and Telecom training workshop in Dakar (June 2004) provided participants with the basic knowledge and skills on information dissemination and management of disasters;
- Disaster management workshop for national societies (June 2004) under the Mano River sub-regional office in Abidjan;
- WatSan refresher and specialized training for selected RDRTAC members;
- Technical support to the Chad refugee operation from July onwards and facilitation in the deployment of RDRT members;
- Updating of RDRT members database in West and Central Africa;
- Technical support in planning and streamlining of disaster management strategies in the four regional offices.

With a Regional Disaster Management Coordinator in place since July 2004, the delegation will improve its disaster management assistance and support to the regional offices in 2005 to strengthen the national society's disaster management capacities. When necessary and requested, it will also directly interact with and provide capacity building support to national societies, like in the Chad refugee operation.

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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.

Expected Results:

1. A database of competent RDRT members is maintained and regularly updated to facilitate teams' deployment during emergencies.
2. The concept of RDRT in Central Africa is reviewed for possible replication in West Africa.
3. Lessons learned and best practices of disaster preparedness and response are collected and disseminated to the sub-regional offices and national societies.
4. A draft outline of regional disaster management strategy of the Federation in West and Central Africa has been developed.
5. The concept of well-prepared national societies is introduced to the national societies and mechanisms to meet the criteria are developed.

To achieve its objective, the regional delegation will develop a regional disaster management strategy of the Federation in West and Central Africa as well as update and maintain the RDRT database to provide a list of potential candidates when needed. The delegation will critically review the RDRT concept and its viability together with the sub-regional offices and national societies based on lessons learned both within and outside the sub-region, facilitate and assist in deployment of trained RDRT members in operations. To harmonize and integrate approaches on disaster management and ensure coordination and knowledge sharing, the regional delegation will conduct workshops and lessons learned exercises as well as disseminate best practices on disaster preparedness and response to the national societies through the sub-regional offices. The regional delegation will also introduce the concept of characteristics of a well prepared national society in the region and help develop mechanisms to analyze the national societies based on the tool and risk analysis and priorities in the countries.

<Refer to the Logical Framework Planning Matrix: West Africa region Disaster Management>
<http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA039DM.pdf>

Organizational Development

Background and Achievements

Organizational development remains a major challenge for the Federation regional delegation; much needs to be done in helping the national societies achieve the characteristics of a well-functioning national society.

In terms of legal base, many of the national societies' statutes are outdated or inconsistent with set guidelines. On the other extreme, some of the national societies are either facing internal crises or integrity problems in their respective countries. In several cases, a combination of various factors including the lack of clarity on governance and management, affect the national societies thereby creating confusion and internal tensions. Inadequate management capacity is also a common phenomenon in many national societies. Similarly, lack of clear human resource and volunteer management policies lead to under-utilization of willing and motivated volunteers. Information technology is also not widely used in the region. All this make it difficult or impossible to have effective programme management at all levels.

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In 2003 and 2004, a special emphasis was placed on training managers and members of governance of national societies in Mali, Togo, Cameroon, Mauritania and Burkina Faso. These trainings were undertaken in collaboration with the ICRC with support from the organizational development department.

Several PPP training courses were organized for most of the 24 national societies in the region. The impact of these trainings will be evaluated during 2005. In 2004, reporting training sessions were conducted by the Lagos sub- regional office and Yaoundé sub-regional office as well as by the Mano River sub-regional office with the technical support of the Federation regional delegation in Dakar. Certain national societies have also benefited from training on IT and Telecom within the framework of strengthening the RDRT.

Furthermore, the delegation, through its respective sub-regional offices, supported the Red Cross Societies of Ghana, Guinea Bissau, the Gambia, Benin and Central African Republic in dealing with integrity issues within the national societies. Based on lessons learned and best practices, the regional delegation will continue to provide the necessary support for the national societies development activities, focussing mainly on strengthening management capacities as well as encouraging good governance practices.

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.

Expected Results:

1. Good management systems, practices and policies are in place and applied by the targeted national societies.
2. Policies on human, financial and material resources have been developed and are used by national societies.
3. An impact analysis is done on the PPP trainings.
4. Targeted national societies and those emerging from crisis have received training in good governance and management practices.
5. The IT and Telecom system and the logistics management of the national societies have improved.
6. The national societies' financial and narrative reporting has improved.

<Refer to the Logical Framework Planning Matrix: West Africa region Organizational Development>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA039OD.pdf

Coordination, Cooperation, and Strategic Partnerships

Background and Achievements

Based on the Secretariat change strategy, the national societies in West and Central Africa committed themselves to developing a system of regional cooperation by pooling member national societies' expertise together and building a platform for regional cooperation and enhanced coordination.

There are four working groups in West and Central Africa:

- Sahel working group: Burkina Faso, Cape Verde, Gambia, Mali, Mauritania, Niger and Senegal.
- Abidjan working group: Côte d'Ivoire, Guinea, Guinea-Bissau, Liberia, Sierra Leone.
- Lagos working group: Benin, Ghana, Nigeria, Togo.
- Central Africa coordination committee: Chad, Cameroon, Central Africa Republic, Gabon, Congo, Democratic Republic of Congo, Equatorial Guinea, Sao Tome and Principe.

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To ensure cohesion and programme harmonization, each regional working group has assigned three representatives to be part of the sectoral working groups on health, organizational development and disaster management.

Each of these groups has developed ToR which will be reviewed to accommodate changing humanitarian needs. The revision will be based on lessons learned and to see how best the different groups will interact more effectively.

The Federation, through the regional delegation and sub-regional offices, is committed to providing technical support to the four regional working groups and sectoral groups, particularly in resource mobilization. This will conform with the PNS commitments in Ouagadougou in 2000, to strengthen African national societies' capacities to better deliver services in terms of volume and impact, advocate on behalf of the vulnerable people and contribute to their own development.

The Federation has also been encouraging the national societies in developing CAS. Regardless, due to the inability of many of them to conduct VCA or even develop their strategic development plans, many CAS processes are still at the initial stages. The priorities outlined above emphasize the importance of treating coordination as a common responsibility of the whole Movement with a more inclusive approach to coordination at all levels, especially with non-Red Cross entities. This is important considering the looming crisis in some countries in the region, with the potential of new players emerging, especially in the field of food security and HIV/AIDS. There is an urgent need to develop institutional frameworks for effective coordination in the region based on the existing documents such as the Seville Agreement, the Movement Strategy and other instruments.

National societies also need to be supported towards establishing and maintaining strategic partnerships especially in recognizing and using their "worth" as a bargaining tool. The regional delegation will undertake these tasks through its sub-regional offices and country delegations.

Discussions on adapting and implementing a regional change strategy will be the main preoccupation of the regional delegation. The strategy is aimed at assisting national societies in strategic planning and enabling them take full ownership of the process, whilst the delegation prioritizes its interventions according to those needs expressed by the national society and in conformity with the Secretariat's objectives. The regional delegations' objectives are closely linked with the Africa Department objectives focussing on regional cooperation through regional and sectoral working groups in West and Central Africa.

In March 2004, the first ever partnership meeting regrouping all 24 national societies in West and Central Africa region and more than 12 PNS and the ICRC took place in Accra, Ghana with the following objectives:

- to understand priorities and programmes of the West and Central Africa region;
- to encourage partners to discuss their objectives and interest in the technical areas and geographic sub-regions;
- to give room for cross-border knowledge sharing between the stakeholders;
- to challenge the partners and regional national societies to expand their support both in size and towards the "forgotten" countries which have been traditionally left out in funding cycles;
- To understand how the regional approach to priorities is achieved and why it is the way we have chosen.

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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.

Expected Results:

1. The concept of the working groups in West Africa is finalized and harmonized with the Central Africa coordination committee.
2. The ToR and structures of the working groups are reviewed based on lessons learned from the past two years.
3. Mechanism for cross-border cooperation, coordination, knowledge sharing and human resources exchange among national societies are established and supported.
4. The linkages and working modalities between the regional delegation and other regional structures including working groups are defined.
5. The participation of national societies' representatives in the management decision-making process of the region is effective (management meetings of the regional delegation).
6. The national societies have their strategic development plan reviewed or elaborated.
7. The national societies trained on organizational development, health and disaster management are identified for cross-border human resources exchange.

<Refer to the Logical Framework Planning Matrix: West Africa region Coordination>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA039CC.pdf

Effective Representation and Advocacy

Background and Achievements

The official recognition of the regional delegation in Dakar by the Senegalese government in 2004 will enable the delegation to establish and maintain viable contacts with the various NGO, diplomatic missions, international organizations and regional organizations in West and Central Africa.

Similarly, the regional delegation will establish partnerships with the new Department of Humanitarian Affairs (DHA) created within the framework of ECOWAS. The DHA aims to facilitate the liaison between humanitarian actors and sub-regional groups whilst effectively linking humanitarian concerns to the political initiatives driven by ECOWAS.

With the newly established OCHA and regional support offices in Dakar, the delegation will continue to play a leading role in supporting the regional offices and the national societies' participation in the CAP, common assessments, contingency planning and early warning analyses. Furthermore, the regional delegation will participate effectively in the newly created IASC working group.

The delegation will aim at influencing the regional humanitarian agenda by identifying and advocating on critical issues such as child soldiers and food security. It will also take a leading role in representing and promoting the work of the national societies and their partners for the most vulnerable. This will increase public relations and the Movement's visibility in the region with the aim to position the Federation as one of the leading humanitarian organizations and thereby attract new partners.

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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.

Expected Results:

1. The regional delegation is actively participating in the inter-agency coordination structures at regional level.
2. The Federation is one of the leading humanitarian organizations in the region.
3. National societies maintain effective partnerships with UN agencies and international organizations.
4. National societies are well positioned as auxiliaries to their respective governments.
5. The role and importance of the Red Cross in the region is recognized and consequently, funding is increased.
6. Governments and national societies implement the commitments made during regional and international conferences.

The delegation will focus on networking with media institutions and participate in regional and international fora as well as take advantage of global events to advocate Red Cross and Red Crescent positions and policies.

Programmes of the four sub-regional offices will be designed to include components that will contribute towards the overall goal of international representation and advocacy. Heads of offices, delegations and Federation representatives will continue to participate in inter-agency coordination mechanism, information sharing meetings and conferences relevant to their respective offices.

Emphasis will be placed on meeting stakeholders and international donor community's needs through qualitative programming and marketing of the national societies' Annual and Emergency Appeals. This will be done by organizing individual visits and meetings, targeted distribution of relevant operational information as well as Federation publicity material.

Apart from the delegations' leadership role, it will aim at building capacities within national societies to advocate, communicate and establish external relations strategies.

<Refer to the Logical Framework Planning Matrix: West Africa region Representation>
<http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA039ER.pdf>

Governance Support

Background and Achievements

The regional delegation provided support to the regional Federation governing board members who are briefed on regional developments. The delegation supported the President of the Red Cross Society of Guinea to resolve internal difficulties and provided assistance to the Red Crescent Society of Benin in negotiations with the Government.

In 2005, the regional delegation will continue to seek the participation of board members in helping those national societies which are in difficulty. Besides, it will explore opportunities to improve governance structures, as well as roles and responsibilities of the national societies in the region.

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The regional delegation will continue to support the governing board and members of other statutory bodies in effective participation in Federation and other International Red Cross and Red Crescent Movement meetings and events. This will enable the regional representatives to update Federation board members and other participants on regional developments.

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.

Expected Results:

1. Board and Commission members participate effectively in board commission meetings.
2. Board and Commission members' assist and advice national societies on governance issues.

*<Refer to the Logical Framework Planning Matrix: West Africa region Governance Support>
<http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA039GM.pdf>*

Delegation Management

Background and Achievements

The regional delegation supports the four sub-regional offices that directly provide support to the 24 national societies in West and Central Africa. Apart from the regional offices, there are country delegations and Federation representatives established in some countries.

This approach is aimed at providing more regular hands-on support to national societies, especially those with operational needs. The regional delegation will also provide support to the on-going operations in Liberia, Sierra Leone, Guinea and Chad. Even if the regional office concept was aimed at bringing the Federation Secretariat services closer to the national societies, it needs to be reviewed for cost effectiveness and efficiency.

For added value to the work of the sub-regional offices and national societies, the regional delegation will need to further strengthen its financial and administrative functions to provide quality and timely information for programme management.

This includes field management support in terms of human resource management with the appropriate policies and procedures. Another fundamental challenge would be to strengthen the planning, monitoring and reporting structures of the regional delegation, the sub-regional offices as well as the national societies in the region.

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.

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Expected Results:

1. A new organizational chart is developed and put into effective use, with relevant job descriptions for all locally recruited staff both in the regional delegation and offices.
2. Personnel management systems are streamlined with the appropriate recruitment, training and management procedures put in place for the different categories of personnel in the region (local and regional recruitment).
3. Programme support staff for information, reporting and IT and Telecom is recruited and trained.
4. The regional offices rationalize the use of their staff and keep personnel costs to the minimum.

<Refer to the Logical Framework Planning Matrix: West Africa region Disaster Management>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA039PM.pdf

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BUDGET 2005

PROGRAMME BUDGETS SUMMARY

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Name: WEST AFRICA REGIONAL PROGRAMMES

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	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	750	0	750
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	750	0	750
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	8,000	0	0	0	0	8,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	26,380	0	26,380
CAPITAL EXPENSES	0	8,000	0	0	26,380	0	34,380
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	11,580	0	0	105,995	0	117,574
TRANSPORT & STORAGE	0	11,580	0	0	105,995	0	117,574
Programme Support	0	33,381	0	6,469	75,373	0	115,222
PROGRAMME SUPPORT	0	33,381	0	6,469	75,373	0	115,222
Personnel-delegates	0	112,000	0	13,150	368,526	0	493,675
Personnel-national staff	0	11,285	0	0	146,822	0	158,106
Consultants	0	0	0	0	0	0	0
PERSONNEL	0	123,285	0	13,150	515,348	0	651,782
W/shops & Training	0	287,700	0	74,910	106,678	0	469,288
WORKSHOPS & TRAINING	0	287,700	0	74,910	106,678	0	469,288
Travel & related expenses	0	43,603	0	5,000	103,348	0	151,951
Information	0	0	0	0	5,528	0	5,528
Other General costs	0	6,000	0	0	220,178	0	226,177
GENERAL EXPENSES	0	49,603	0	5,000	329,054	0	383,657
TOTAL BUDGET:	0	513,549	0	99,529	1,159,578	0	1,772,655