

# Annual report

 International Federation  
of Red Cross and Red Crescent Societies

## West Coast Africa

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This report covers the period 1 January 2010 to 31 December 2010.



The Red Cross of Côte d'Ivoire carried hand washing messages to schools during the World Hand-Washing Day 2010/IFRC

### In brief

**Programme outcome:** National Societies in the West Coast region—Benin, Côte d'Ivoire, Ghana, Liberia, Nigeria, Sierra Leone and Togo—work within the framework of the International Federation of Red Cross and Red Crescent Societies (IFRC) Strategy 2020 to contribute to improving the lives of vulnerable populations in the region and promoting social inclusion and peace.

**Programme(s) summary:** The West Coast Regional Representation (WCRR) disaster management (DM) programmes made progress during the year in disaster risk reduction and institutional preparedness projects. Among highlights in 2010, National Societies (NS) of Liberia, Nigeria and Sierra Leone are piloting projects under the Swedish-supported West Africa Disaster Management Capacity Building project (WADMCB). As a result of the project, the Liberia and Sierra Leone Red Cross Societies have developed their own DM policies in line with government policies, while taking into account gender and environmental aspects. Nigeria is engaged in community risk management activities as well as the contingency planning on floods. National Societies in the region also revised their contingency plans in collaboration with their national disaster risk reduction platforms and coordination bodies. Food security activities were successfully carried out in Liberia, focusing on livelihood interventions and recovery. Relief items were prepositioned in National Societies as well as in the regional warehouse in Benin for early response to disasters, while Early warning system activities were carried out in Liberia. The Red Cross intervened during floods disasters in the region in 2010 with funding support from the Federation disaster relief emergency fund (DREF).

In health and care, the water and sanitation (WatSan) projects in Nigeria funded by Royal Dutch Shell came to an end, and the completed facilities were handed over to the beneficiary communities. The WatSan projects in Côte d'Ivoire recorded commendable progress, although the political crisis slowed activities towards the end of 2010. A 3-year partnership agreement for watsan project in Côte d'Ivoire was signed with Nestlé in November 2010. National Societies of Côte d'Ivoire and Ghana initiated the regional community-based health and first aid (CBHFA) pilot project. Much progress was

made in Ghana and little in Côte d'Ivoire due to the crisis there. Ghana and Nigeria implemented planned activities as part of their maternal and child health projects.

The Sierra Leone Red Cross Society (SLRCS) continued to implement activities under the community-based health programme (CBHP) while the USAID-supported human pandemic preparedness H2P projects in the region were completed in 2010. In this regard, Nigerian Red Cross Society (NRCS), the Red Cross of Benin and Ghana Red Cross Society (GRCS) recorded progress during the reporting period. In response to the outbreak of Influenza A (H1N1) pandemic, the National Societies in the region were prompted to revise operational plans with increasing focus on response activities.

Polio eradication campaigns were carried out in Benin, Côte d'Ivoire, Ghana, Liberia and Sierra Leone. The Malaria projects in the region focused on capacity building activities and collaboration with other stakeholders. The Liberian Red Cross (LNRCS) and the IFRC signed a Memorandum of Understanding (MoU) on a Malaria project. The Togolese Red Cross and the IFRC also signed a MoU on continuation of a Malaria bed net "keep-up" project in Togo.

Key 2010 achievements In organizational development (OD) of National Societies include support by WCRR to NRCS and GRCS during their respective governance and management orientation workshops. Management of the Red Cross of Benin was also supported in putting in place a functional health and care unit and recruitment of a health coordinator. The IFRC supported the Nigeria Red Cross in its organization development (OD) with the deployment of an OD delegate to the National Society. The NRCS and Red Cross of Benin organized their General Assembly meetings in December 2010.

In promoting humanitarian values, the Sierra Leone Red Cross Society continued to contribute to community empowerment and promotion of child rights and development through its Child Advocacy and Rehabilitation (CAR) and Community Animation Peace Support (CAPS) projects during the reporting period. CAR provides education, skills training and psychosocial counselling to war-affected youth. Graduating pupils from the CAR centres were provided with start up kits to further assist their livelihoods. Counselling sessions and community meetings were organized to facilitate the peaceful integration of graduates within their communities. The CAPS projects provided training on modern farming and procured and distributed farming tools to beneficiaries under its food security component. The CAPS project also constructed latrines and carried out hygiene promotion activities in some communities in Sierra Leone. The project contributed to increased revenue for women engaged in soap making.

The WCRR strengthened its partnerships with the Economic Community of West Africa States (ECOWAS) with the signing of an MoU covering cooperation on disaster management, health, migration, social integration and peace.

**Financial situation:** The original 2010 budget was CHF 3,586,399. With the addition of projects—particularly for malaria and watsan—this budget was adjusted upwards. Total available funding during the year amounted to CHF 8,373,336, including opening balance. This corresponds to 233% of the original budget. Overall expenditure during the reporting period was CHF 6,491,370 (78% of available funding and 181% of the original 2010 budget).

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

**Number of people we have reached:** An estimated 3.7 million people including children, volunteers and members of the Red Cross benefited directly from the IFRC-supported programme during this reporting period.

**Our partners:** Swedish Red Cross, Finnish Red Cross, Belgian Red Cross, Icelandic Red Cross, Norwegian Red Cross; British Red Cross and Japanese Red Cross. Others are ICRC, Irish Aid, Swedish Civil Contingencies Agency (MSB), ENSAG-CRATerre (Ecole Nationale Supérieure D'Architecture de Grenoble), Nestlé, Royal Dutch Shell, USAID, DFID (UKaid), UNICEF, WHO, Roll Back Malaria (RBM), ECOWAS and governments agencies in the region. National Societies also

worked in partnership with other corporate organizations and government agencies in their respective countries.

IFRC WCRR and the National Societies in the region wish to thank partners for their support to this appeal and for their collaboration during 2010.

## Context

The West Coast region political situation was dominated by electioneering activities during 2010. In Togo, the March 2010 presidential elections were marked by a series of protests by opposition groups after the results of the election were announced in favour of the ruling party. The results of the presidential pools in Côte d'Ivoire resulted in a political crisis that plunged the country into armed conflicts towards the end of 2010. The crisis paralysed socio-economic activities and created humanitarian challenges in the sub-region as the population fled the country into neighbouring countries, especially Liberia. In Nigeria, the illness and subsequent death of the Nigerian former President ignited the sensitive political debate on the zoning formula for sharing of political offices. Political tensions were evident in Nigeria as the country prepared for the 2011 general elections. Violent political clashes were reported in some parts of the country during political rallies. Benin also began preparation for its general elections scheduled for the first quarter in 2011. The political atmosphere prior to the general election in neighbouring Guinea Conakry, which was also critical to bringing stability in the region, resulted in the West Coast National Societies of Côte d'Ivoire, Liberia and Sierra Leone reactivating their population movement contingency plans.

Ethnic, religious and communal conflicts in some parts of Nigeria and Ghana claimed many lives, and millions of USD in property lost. The crises have caused serious humanitarian challenges in the region, as the number of displaced persons increased following movement from the crisis areas to safer communities within these countries. In Ghana, some people moved into neighbouring Togo. Insecurity in the Niger Delta and south-east regions of Nigeria continued unabated with abduction and cases of politically motivated attacks becoming more regular.

The harsh economic impact continued to be felt by the population in the region dominated by poverty, unemployment and inadequate socio-economic infrastructure. The increase in fuel prices in Côte d'Ivoire during this reporting period led to a strike of public transporters while Ghanaians were complaining over the increase in utility charges.

Excessive rainfall and flooding has led to the loss of hundreds of lives and destruction of property including means of livelihoods in all the countries in the region. The Red Cross and other humanitarian agencies as well as governments in the region continued to intervene to assist people affected by floods across the region and build their resilience with small-scale pilot DRR programmes.

Although the socio-political and economic situation in the region affected the implementation of planned activities, the NS, with support from partners including Red Cross Movement partners managed to implement most planned programmes.

## Progress towards outcomes

### Disaster Management

#### **Programme Component 1: DM planning and organizational preparedness**

**Outcome 1:** National Societies have developed a disaster management strategy and annual disaster management plans, including developing and updating contingency plans for most recurrent hazards and developing strategies for cross border response;

**Outcome 2:** National Societies have trained and equipped national disaster response teams (NDRTs) for effective disaster response and contingency stocks of non-food items have been pre-positioned at country and regional levels with an established replenishment mechanism; a

pool of regional disaster response team (RDRT) members has been strengthened through training, simulation exercises and deployments.

### **Achievements**

Planned activities were carried out under the West Africa Disaster Management Capacity Building (WADMBCB) pilot project. The National Societies of Liberia and Sierra Leone reviewed and developed their DM policies. As auxiliary to their respective governments, the DM policy review process facilitated the National Societies' dialogue with their governments on national DM policy issues. In Liberia, the national disaster response mechanism depended greatly on the LNRCS during the development of the country's DM policy. This developed policy is in line with the government DM policy document, which is under review at the parliament. The collaboration with the government has also enabled the LNRCS to boost its government support subsidy from USD 500 to USD 50,000 per year.

The WCRR supported the National Societies of Benin, Côte d'Ivoire and Togo in updating their election and floods contingency plans as well as their eventual implementation during floods and national elections in 2010. The support assisted the beneficiary national societies in training and equipping their teams of volunteers who were deployed during the elections.

The Federation supported the participation of all the seven NS of the West Coast region at the regional consultation meeting on flood preparedness in Praia to strategize together with all relevant regional stakeholders including their own governments for the 2010 rainy season. This platform has enabled the IFRC through its collaboration with the African Centre for Meteorological Application for Development (ACMAD) to facilitate the knowledge sharing and information to NS.

During this reporting period, the Federation prepositioned relief stocks for 300 households each in Benin, Côte d'Ivoire, Liberia, Nigeria, Sierra Leone and Togo to support the early response efforts of the Red Cross during disasters. Institutional preparedness for supporting the developed contingency plans was translated by having some stocks that volunteers have been using within the first 24 hours of a disaster. This was backed up by a regional stock in Benin to cover the needs of 3,000 families. The warehouse for the regional stock in Benin was in the process of expansion as at end of 2010.

### **Programme Component 2: Community preparedness/Disaster risk reduction**

**Outcome 1:** Vulnerabilities and capacities of target communities are known and community disaster management committees (CBDMC) are established and trained, including for risk reduction activities; CBDMC are empowered with environmental and gender mainstreaming;

**Outcome 2:** National Societies have established an early warning system (EWS) for flood prone areas and meteorological information in disaster risk reduction for community activities is being used.

### **Achievements**

The WCRR DM unit intensified its community-based preparedness activities through increased awareness on gender mainstreaming in disaster management. This was one factor that contributed to the success of disaster risk reduction activities in the WADMBCB pilot project. . A series of training sessions organized by the National Societies DM contributed to better understanding of the underlying factors of risks and hazards. These activities have contributed to increasing knowledge and awareness during emergencies and reducing the risks and impacts of disasters.

In their efforts to have proper gender integration of their programme activities, the LNRCS and the SLRCS appointed two gender focal points to lead the process of gender mainstreaming in DM through the guidance of a regional advisor. Towards the end of the first quarter of 2010, the gender focal points undertook their first basic gender course and together with the project gender advisor, developed and carried out two local workshops in Monrovia and Freetown. The target groups for the workshops were the management team in the National Societies'

headquarters, field staff especially from the pilot branches and those involved in the project activities from various departments. Participants were also drawn from government institutions to improve cooperation and knowledge sharing. The workshop underlined the importance gender mainstreaming disaster management as it affects the different needs of women, girls, boys and men. The workshop also identified challenges for gender mainstreaming in the communities and looked at opportunities that may be exploited for possible solutions. Some of these challenges were high illiteracy rates among women, cultural norms and traditions, ignorance of gender benefits at governance level and low decision making power for women. The participants also shared their experiences from other programmes and emphasised the need to widely disseminate the approach to all levels of the community, if the process is to be successful. This workshop also served as an eye opener in taking stock of gender issues within the NS as regards volunteer management, staff recruitment and programme interaction. The NS also presented their locally developed gender guidelines and plans for 2010.

This was followed with an online course for gender mainstreaming in disaster management, with the participation of 5 staff from the LNRCS, SLRCS and NRCS. Completion of the course made them members of the regional gender practitioners' network. However, more support is required for the team to develop their capacity in leading the gender agenda in the Red Cross national societies and communities where they work.

Nine participants from Liberia, Nigeria and Sierra Leone were educated in training of trainers (ToT) methodology in DM, and they are now able to articulate basic topics related to DM and DM training. A DM advanced course for 18 participants from Liberia, Nigeria and Sierra Leone focusing on specific themes in contingency planning, EWS and other cross-cutting issues such as environmental issues or gender mainstreaming in risk management was conducted in Sierra Leone. This training also served as an opportunity to applying the knowledge and skills acquired in the ToT DM training.

The WCRR supported the Nigerian Red Cross Society in its community risk management projects with 1,100 households participating in community sanitation activities in Adjaragu Toffa and Rabushi, Nasarawa State in Nigeria. The projects have been contributing to the target communities' behavioural change in sanitation and good hygiene practices as well as child nutrition. To mitigate the effects of windstorms and flooding, hundreds of trees of various species were planted in the communities in collaboration with the Lafia Institute of Agriculture and the National Youth Service Corps (NYSC).

During 2010, the IFRC supported the Red Cross of Côte d'Ivoire in the promotion of a DRR project in schools focusing on urban areas with high risks of road accidents, flooding and landslides. Two additional schools now have Red Cross children's clubs reaching out to their peers in creating awareness on risks within their communities. Clubs also serve as First Aid workers under the slogan "gestures that can save".

In the communities of Batouplé, Ben-ouyé, Toulepleu and Man in the western region, the campaigns of safer community were conducted. Trained masons and carpenters together with Red Cross volunteers were disseminating information on resilient shelters against flooding and storms. This was possible through technical support from the ENSAG-CRATerre expertise in training and research work as a continuation of the collaboration received in 2009.

In Sanniquelle and Tapeta districts in the Nimba County of Liberia, a Vulnerability and Capacity Assessment (VCA) was carried out to determine priorities for a flood and storm Early Warning System (EWS). The setting up of a committee to lead the process with all relevant stakeholders facilitated the stakeholder analysis, learning about EWS indicators and preparation for risk analysis. This EWS is based on a multi-hazard approach that has enabled the communities to think holistically in terms of risks and hazards and how to mitigate those risks. A similar exercise was also conducted in Kalansogia Chiefdom (Bumbuna Town) in Sierra Leone, which was in dire need of an early warning system due to risks of flood from a nearby dam.

### **Programme Component 3: Disaster Response**

**Outcome:** National Societies disaster response interventions have improved by promptly meeting the needs of the affected people and including a recovery component in the response activities

#### **Achievements**

The WCRR, through its regional DM funds supported the Red Cross of Benin to assist some of the persons affected by floods in the northern part of Benin while a further allocation from the IFRC DREF was used to assist more than 6,000 families most affected by floods in 2010 in Benin. More than 43,000 persons were also sensitized on good sanitation and hygiene practices as well as other ways of reducing the impacts of floods during the floods operation. The Federation also supported the National Societies of Nigeria, Togo and Ghana to alleviate the suffering of families most affected by floods in 2010 through the DREF allocations. Most of the interventions were managed by the concerned National Societies with technical support from WCRR. The IFRC pre-positioned relief items for 3,000 families in its regional warehouse in Benin while each country maintains prepositioned emergency stock for 300 families.

#### **Constraints or Challenges**

There were high expectations from the IFRC to support the intervention work of the National Societies in assisting the vulnerable people whose poverty level is very high and impedes success of humanitarian work. Some vulnerable communities were hard to reach due to poor infrastructure including road and communication networks. Unpredictable, intense and frequent precipitation and storms added complexity to emergency operations.

During the second half of 2010, WCRR began a mapping exercise of the IT system in order to design a way forward in developing capacities of National Societies in IT that can facilitate the exchange of information on time and improve on the efficiency response of the Red Cross to an affected community.

Another major challenge that is being faced is the mindset change where most communities heavily relied on the government and humanitarian organisations for support in case of disaster to the point of ignoring their own coping mechanisms and capacities.

Due to the level of vulnerability, poverty among the population as well as weak governance in countries in the region, little funding is being allocated to the DRR activities leading to reliance on DREF applications even for disasters of small magnitude. The WCRR is devising ways of developing DRR activities under the recovery component especially during a disaster response operation.

## **Health and Care**

### **Programme Component 1: HIV and AIDS**

**Outcome:** Vulnerability to HIV and its impact are reduced by preventing further infections, expanding care, treatment, and support, and reducing stigma and discrimination.

#### **Achievements**

Sierra Leone Red Cross was supported through the CBHP programme to reach 9,700 youths in 13 branches through peer education activities and reached 180 PLHIV with nutritional support and positive prevention messages in two branches (Mayamba and Bo). Home based kits containing towels, antiseptic lotion soap, gloves, bleach and beddings were provided to 60 PLHIV during 2010. The training conducted on home based care has increased knowledge and improved living among PLHIV. The National Society continued to make referral to voluntary counselling and testing (VCCT) and prevention of mother to child transmission (PMTCT) in all the branches. The youth peer members carried out monthly meetings in all the 13 branches and conducted 6,720 youth peer sessions and reached 29,544 youths in 2010. The SLRCS made appreciable progress in contributing to improving the knowledge and attitude target population on safe sexual practices through volunteers' sensitization activities.

Togolese Red Cross (through the Massambo Fund of the IFRC) provided access to antiretroviral therapy for 27 staff members and volunteers, resulting in considerable improvement in their quality of life.

### **Programme Component 2: Community-based health and First Aid (CBHFA)**

**Outcome:** Increased “healthy communities” capable of coping with health, disaster and emergency challenges achieved through community-based integrated health and First Aid activities.

#### **Achievements**

During 2010, WCRR supported the Red Cross of Côte d'Ivoire and Ghana Red Cross Society to develop a regional CBHFA proposal for the two National Societies in the implementation of planned activities. The programme was implemented in three communities in Ghana with the training of 60 volunteers who were able to carry out a VCA and a baseline survey in the communities. Five Health/Disaster community priorities for intervention were identified: Hygiene/Sanitation, Malaria, HIV/STI, Cholera and soil erosion. Community plans of action were prepared accordingly. Contingency plans were tested through simulation exercises. In addition, the National Society was supported to preposition Health and First Aid kits in the target communities.

In Côte d'Ivoire, 32 volunteers were trained from 4 communities. They supported VCA and baseline studies, through which priority interventions were identified, namely: immunization, buruli ulcer, safe water, hygiene and sanitation. Health and hygiene kits were prepositioned in 4 target communities. The community plans were elaborated and contingency plans drawn and tested in these communities.

WCRR worked with the Nigerian Red Cross in a maternal and child health project to train 40 volunteers on good nutrition, health and hygiene promotion. A total of 4,253 pregnant women were sensitized, while 1,052 children were mobilized to receive polio and measles vaccines during the state immunization exercise.

Ghana was also supported to implement maternal and child health projects reaching a total of 356 households with health promotion messages. Some 103 children were referred for prompt management of childhood illnesses while a total of 52 pregnant women were supported to health facilities for facility-based skilled deliveries.

The USAID-funded Malaria project in Nigeria trained 36 focal persons from NRCS and Roll Back Malaria (RBM) on tool kits. An additional 215 volunteer supervisors were also trained and 3,200 others recruited for the project. The trained volunteers were to be deployed for bed nets distribution, but this was postponed until the first quarter of 2011. The Malaria project in Sierra Leone also recorded some progress. 1,250 volunteer visit booklets were produced and distributed in 8 branches. The project distributed over 3,600 Long Lasting Insecticide Nets (LLINs) in Pujehun while house-to-house visits carried out by volunteers showed that 1,600 children under five years old were sleeping under Insecticide Treated Nets. The National Society also trained volunteers who carried out sensitization on bed nets distribution and use. The Togolese Red Cross Malaria activities are ongoing.

The USAID H2P projects in Ghana, Nigeria, Liberia and Benin ended in 2010. The projects trained more than 7,000 volunteers in Ghana, Liberia and Nigeria on response to the influenza pandemic. The Red Cross of Benin completed its H1N1 influenza pandemic project with the conduct of a simulation exercise in target communities. The exercise was also validated by the Benin Ministry of Health and WHO. Knowledge acquired during the implementation of the projects has been useful to the beneficiary National Societies in developing their district and country plans. In addition, more than 50,000 copies of posters and leaflets with influenza AH1N1 prevention messages were printed and distributed by these NS. More than 1,000 billboards with influenza AH1N1 messages were produced and positioned in strategic places in these countries.

The National Societies of Benin, Côte d'Ivoire, Ghana, Liberia, Sierra Leone and Togo fully participated in the West and Central Africa regional synchronized polio campaign in 2010. The participating National Societies mobilized a total of 2,101 volunteers whose activities contributed to the vaccination of 1,096,080 children under five years in target communities in these countries.

### **Programme Component 3: Water and Sanitation (WatSan)**

**Outcome:** Access to safe water and sanitation services in the target communities is improved.

#### **Achievements**

In Nigeria, the IFRC supported water and sanitation project in Badagry, Lagos State was completed during 2010. 12 water points were constructed and handed over to beneficiary communities. A total of 202 slabs were produced and distributed to the community members for use in the construction of their private latrines. A public latrine was also rehabilitated at a market in Seme, a border point between Nigeria and Benin. The project also trained and equipped 22 volunteers for a cluster of two to three communities for mobilization and hygiene awareness sensitization activities. For the maintenance of the water points, the IFRC trained some community-identified volunteers and provided them with tool kits for the minor repair and maintenance of the facilities. The facilities have been contributing to improving access to potable water in the beneficiary communities. The IFRC also used the project to strengthen the capacity of the Lagos State branch and the Badagry divisional branch of the NRCS with the provision of computer facilities for effective administrative and project management activities.

In Sierra Leone, the SLRCS constructed nine 2-seater latrines Port-Loko, Kenema and Kailahun and increased sensitization on the use of latrines in communities. A total of 20,762 persons benefited from 144 wells chlorinated in seven districts in collaboration with the ministry of Health and Services. The National Society also rehabilitated five wells and carried out community sensitization on well rehabilitation. The SLRCS trained 100 watsan volunteers in maintenance of wells and latrines while watsan committees were formed in selected branches to implement the participatory Hygiene and Sanitation Transformation (PHAST) process. During 2010, the National Society scaled up its hygiene promotion activities in schools and in communities. 300 Red Cross volunteers were equipped with cholera demonstration kits in selected branches. The kits were used in teaching community people how to prepare ORS.

WCRR, with the technical support from the Watsan delegate in Abidjan continued to support the Red Cross of Côte d'Ivoire in the implementation of watsan projects in the country. 125 water points were rehabilitated and are presently being managed and used by the beneficiary communities. A total of 39 school and public latrines were constructed/rehabilitated and handed over to beneficiaries in Côte d'Ivoire in 2010. 30 schoolteachers and COGES (Comité de Gestion Scolaire) members had received orientation training prior to the commencement of the project in schools in December 2009. The projects organized trainings and sensitized beneficiary communities on the maintenance of these facilities. The efforts have been contributing to the continuous functioning of these facilities. A total of 151 community volunteers were trained in PHAST/CHAST in Côte d'Ivoire and Nigeria during 2010.

Five volunteers of the Red Cross of Côte d'Ivoire and Nigerian Red Cross Society received funding support to participate in international WatSan disaster response training in 2010. Nine Water and Sanitation Committees (WSC) in beneficiary communities and ten hygiene clubs in schools were set up. The nine WSC were taking the lead in social mobilization and hygiene awareness in their communities before the outbreak of the recent political crisis in the country. Their activities have increased Red Cross visibility in the target areas and among local authorities and leaders. In all, 78,067 persons benefited from the water and latrine facilities in Côte d'Ivoire while 44,460 and 9,660 persons were reached with hygiene promotion in Côte d'Ivoire and Nigeria respectively during 2010.

In Côte d'Ivoire, satisfied with activities carried out so far, donor Nestlé has signed a new 3-year partnership agreement with the IFRC in Geneva, which will further increase watsan service delivery to the vulnerable. The IFRC Watsan delegate also supported the National Society in

developing a project proposal, which was submitted to MTN Foundation in Abidjan. However, a response has not yet been received due to the political crisis.

### **Constraints or Challenges**

Personnel turnover in National Societies posed a challenge to realizing all planned activities.

Delays in funds pledged affected the operating timeframe of CBHP activities in Liberia and Côte d'Ivoire.

At the beginning, the weak capacity of the NS was a major constraint to the implementation of the WatSan projects but with time, the capacities were enhanced through various capacity building initiatives. However, there is need to continue with in-country technical support to further strengthen the capacity of the NS in implementing health and care projects such as WatSan.

The political crisis in Côte d'Ivoire following the presidential elections during the last quarter of 2010 affected the implementation of watsan and CBHFA activities in Côte d'Ivoire as planned activities could not be implemented because of civil unrest.

## **National Society Development**

### **Programme Component 1: Programme development and management capacity**

**Outcome:** Regional training on programme/project strategic development is organized for National Societies in the region.

### **Achievements**

In Nigeria, the Nigerian Red Cross supported by WCRR through a full time OD delegate launched an organizational assessment and development planning process to address and strengthen the capacity of the NS to deliver better and more. The delegate initiated and assisted the review and development of different policies and guidelines believed to be instrumental in enhancing NRCS management capacity, fostering its collaborative efforts with other National Societies in the region as a vehicle for learning from others' experiences. The policies newly developed include human resources policy and guidelines, volunteer policy and management guidelines as well as resource mobilization policy and procedures. Job descriptions were developed for all senior management positions at headquarters after an analysis of the existing situation and the organizational chart. The delegate worked closely with the Secretary General who in many aspects was not very familiar with the RC/RC world and supported him and his team.

The Federation gave technical and professional input to the NRCS during the review and development of the Strategic plan 2011-2013 of the National Society. The review of Strategy 2008 – 2010 took place during the 3<sup>rd</sup> quarter of 2010, leading to the production of Strategy 2013. The process brought together all 37 branches and had a huge impact as it enabled wider participation including from the grassroots. The strategic document was approved by the General Assembly in December 2010.

With the support of the WCRR PMER Unit, a one-day workshop on project planning process was organized for the senior management team of the NRCS. Basic IT skills' training was conducted for the senior management of the NRCS with the support and cooperation of the WCRR. It is believed that these workshops have assisted the new management team in areas of improving their planning skills; in particular gave them a better in sight into the working modalities within the RC/RC movement. This effort also led to the National Society's planning process, carried out in the second quarter of 2010 with focus on integrated and compact annual plan but with progress report on quarterly basis.

The WCRR supported the Red Cross of Benin in putting in place a strong and effective health and care unit. Once recruited, the head of the health unit lead the development of a health plan of action for 2011, based on the health strategy of the National Society. The WCRR supported

the remuneration of the health coordinator for six months after which the National Society continued. The presence of the coordinator has contributed to effective implementation of health related activities of the National Society and improved collaboration with WCRR counterparts.

In collaboration with the ICRC, the WCRR supported the Red Cross of Côte d'Ivoire to procure an electricity generator set for the headquarters to reduce the impact of frequent power cuts on the National Society's day-to-day activities. The facility is contributing to improving the activities of the National Society since its installation.

In order to enhance his capacity in programme implementation, the Acting Secretary General of the Ghana Red Cross carried out an experience sharing exchange mission to the Burundi Red Cross to assess the progress made on the Intensified Capacity Building pilot project. A similar mission was also made by his Burundian counterpart to the Ghana Red Cross.

### **Programme Component 2: NS leadership capacities improvement**

**Outcome:** Members of governance have clearly understood their role as stipulated in the statutes.

#### **Achievements**

The IFRC, in collaboration with the ICRC Delegation in Abuja, Nigeria, conducted a two-day governance and management workshop for the leadership of the Nigerian Red Cross during the second quarter of 2010. There was a good participation by all present and a promising feedback by members of governance who appeared more determined to pay greater attention to Red Cross activities in their respective branches though the headquarters is still weak in taking the lead. There was also high-level discussion between the top leadership of the NS and the WCRR on how to improve the management of the National Society.

In another development, the Federation supported the NRCS in developing Key Performance Indicators (KPI) for members of the governance as one of the key means of measuring achievements and successes scored.

The ICRC Delegation in Abidjan and the IFRC WCRR in Abuja also supported Ghana Red Cross in the organization of its governance and management workshop during the first week of July 2010. The workshop, which focused mainly on topics such as Movement's structures and mandates, governance and management relationship, well functioning NS, corporate image, change management, resource mobilization and branch development among others, was well attended by members of the governance who are mostly new members and senior management team and the leadership from the regional branches and youth representatives.

The Sierra Leone Red Cross held its General Assembly meeting on 24 April 2010. The meeting deliberated on the report of activities submitted by the management team and the challenges faced in programme implementation. The meeting also discussed the handover of the management of the Red Cross clinic to the government health authorities.

The Red Cross of Benin revised its statutes during this reporting period with input from the Movement's Joint Commission on statutes. The finalized document was ratified at the General Assembly meeting of the Red Cross of Benin held December 2010. The organization of the meeting was supported by the WCRR and a brief presentation on Strategy 2020 was also made at the meeting by the WCRR. The NRCS has also revised its statutes with input from the Commission but yet to be ratified by the Central Council Executive Committee (CCEC).

### **Programme Component 3: NS systems, procedures, staff and financial sustainability**

**Outcome 1:** Efficient and effective management and administrative systems are in place in all the National Societies in the West Coast region;

**Outcome 2:** Improved financial management system is in place in all National Societies in the region; Income generation for sustainability is enhanced.

## Achievements

Two separate workshops were conducted for senior management members of the NRCS (the Secretary General, his Deputy, heads of departments and other senior officers). The first was on financial management, the second on reporting (narrative and financial).

The IFRC assisted the NRCS in upgrading its IT and communications tools. The effort has already started bearing fruit by enabling a much better communication with the rest of the world. In addition, the National Society was assisted in developing a membership recruitment plan, which was endorsed by the general Assembly in December 2010. The plan, in addition to strengthening the foundation/local base of the NS by increasing both the quantity and quality of its members also aims at addressing the problem of resources limitations.

The WCRR Senior Finance Officer assisted the LNRCS in reconciling its accounts during the first quarter of 2010. He also used the opportunity to train the finance staff on IFRC's financial systems and procedures.

The Red Cross of Benin carried out the audit of its activities in 2009 during the first and second quarters of 2010. Findings were used by the National Society leadership to chart a way forward for service improvement.

As the need to enhance the productivity of the management of the Red Cross of Benin for effective service delivery became a priority to the NS, the WCRR upon request from the NS supported the offices of the secretary general and the director of finance and administration for six months covering the first half of 2010.

The Managing Committee and the Central Committee of the Sierra Leone Red Cross have approved the appointment of an internal auditor to commence work in January 2010, whilst KPMG was approved as external auditor for 2010.

The NS in the region continued to explore avenues for enhancing their internal revenue bases. In particular, First Aid training activities are being scaled-up to increase revenue to cover part of the National Society's core costs. In Sierra Leone, the National Society has revised its fundraising strategy document. The business plan of the SLRCS, which would cover the commercial first aid, was under finalization by the end of 2010. The SLRCS conducted commercial first aid training for 298 staff from six different organizations in Sierra Leone in 2010. The Ghana Red Cross has developed a strategy on increasing its membership to enhance its income generating initiatives.

### **Programme Component 4: NS grassroots units and services development**

**Outcome:** Local branches are strengthened to improve service delivery to communities.

## Achievements

The WCRR worked with external partners in supporting the National Society to strengthen and develop their local structures, using available project arrangements, and involving both headquarters and branch levels.

In Sierra Leone, the SLRCS used the Emperor Shoken Fund won in 2009 to procure and set up a brass band comprising of youth volunteers. The band is expected to be used in carrying out income generating activities for the National Society.

## Constraints or Challenges

Clear separation and understanding of responsibilities and duties between management and governance teams in some National Societies remains a challenge. There is limited capacity to mobilize resources for sustainability and continuation of programmes.

## Humanitarian Values

### **Programme Component 1: Promotion of humanitarian principles and values**

**Outcome:** Dissemination of the Fundamental Principles and Humanitarian Values is strengthened.

### **Achievements**

The WCRR has been encouraging and supporting NS in the region in the dissemination of the Fundamental Principles and Humanitarian Values of the Red Cross. The NS continued using their newsletters and bulletins to disseminate Red Cross messages and highlight the impact of Red Cross activities on the vulnerable population. The Red Cross volunteers used the opportunity provided during social mobilization activities and DREF operations to sensitize population on these principles and values. These activities have contributed enhancing the image of the Red Cross and to a better understanding of the Red Cross mission and mandate among the population.

The Ghana Red Cross is engaging the national media in all its activities in the country to enhance its image and increase Red Cross visibility in Ghana. The WCRR is finalizing work on its regional newsletter.

### **Programme Component 2: Anti-discrimination and violence prevention/reduction**

**Outcome 1:** Improved respect for child and woman's rights;

**Outcome 2:** Cases of gender-based violence and discrimination against war-affected people have reduced in the region.

### **Achievements**

The Child Advocacy and Rehabilitation (CAR) and the Community Animation and Peace Support (CAPS) projects of the Sierra Leone Red Cross Society continued to contribute to improving the lives of beneficiaries and their family members. During 2010, 36 group counselling sessions were conducted while 144 children benefited from the one-on-one counselling sessions. At the CAR centres, where youth are empowered through skills acquisition and literacy activities, extra-curricular activities like sports games and drama were organized in the CAR centres to keep the children motivated. Use of drama skits has also been a motivating factor for youth overcoming their shyness about public speaking as well as helping them to be tolerant and engage in teamwork.

Some 168 out of a targeted 600 home visits were made in 2010. Parents of children visited were sensitized on child rights, proper handling of training materials. 592 CAR children participated in weekly health talks at the centres where topics such good hygiene, HIV/AIDS/STI are discussed. The participants now make progress in their personal hygiene and are also sensitizing their parents/guardians and peers on the importance of these topics back in their communities. Counselling sessions and community meetings were organized to improve peaceful interaction and good behaviour by youth in their communities. The Sierra Leone Red Cross ensured the feeding of the participants and their babies in the centres. To ensure potable water at Kailahun centre, the National Society embarked on the construction of a well at the centre.

Start-up kits were provided to 450 beneficiaries after completion of training. Monitoring visits of graduates showed that they are making useful contributions to their communities.

The project also contributed to livelihoods of some of the communities hosting the CAR centres through procurement and distribution of farming tools and seeds to increase food production for consumption and generating income.

The CAPS project continues to contribute to community empowerment and peace. The trained stakeholders in target communities on conflict resolution, human rights and gender-based issues are contributing to effective conflict management in their communities. Out of the targeted 561 stakeholders, only 96 (17%) were trained. The shortfall was because the National Society was only able to reach 10 communities out of the planned 48 due to inadequate funds.

In its efforts to increase awareness on the Red Cross principles and ideals, the CAPS project reached 8,000 (33%) out of the 24,000 targeted persons, with the shortfall again due to inadequate funds.

Adult literacy lessons were organized in Taninahun, Posseh, Kpiema, Morja and Libby. Participants can now communicate in simple English. The experience has also encouraged them to allow their children (including girls) to start going to school.

The SLRCS carried out monthly house-to-house visits to ensure proper use and maintenance of latrines/toilets provided in 10 villages. Findings showed that open defecating has reduced in these villages. Though 38,000 persons were targeted, only 31,600 persons (83%) were reached because of heavy rainfall.

A training session on environmental preservation was organized in Sahn Malin with 50 participants benefiting from the training. They now understand the impacts of animals/pests and weeds on plants. 15 committees were also set up to monitor collection of seed rice.

The soap making activities of selected women in the target communities of the CAPS project has increased the income of the beneficiary women and reduced conflict in their homes as a result of their being able to meet some financial obligations at home.

Under the CAPS food security activities, 60 persons were trained in modern farm management practices while 140 CBHP women's club members received farming tools and seeds. 100 goats were also distributed to target beneficiaries in CAPS communities. 150 bushels of rice and 25 acres of cassava farmland were cultivated in CAPS target communities. The CAPS project also provided 8 acres of farmland for pineapple plantation cultivated with 3,000 stands while 12 drying floors were also constructed in target communities. 15,820 (42%) persons from 20 communities benefited from the distributed farming tools and seeds out of the targeted 38,000 in 48 communities. This was due to fact that some of the targeted communities and persons had benefited from distribution done in previous quarters.

8 communities of 6,300 people (40%) out of the targeted 15,830 in 20 communities benefited from the weekly pictorial lessons on weeding. The shortfall is attributed to inadequate funds and heavy rainfall.

The SLRCS joined the rest of the world to celebrate the World Peace Day on 21 September 2010. A total of 3,000 (60%) out of the targeted 5,000 persons participated in the celebration. The low turnout was due to heavy rainfall on that day.

### Other SLRCS activities carried out during 2010

Achievements	Period	Target	Reached	%	Comment
Conducted monthly village meeting in ten villages on hand washing.	July and September.	38,000 people (48 communities)	7,916 people (10 communities)	21%	Inadequate funding led to low rate of implementation of activity
Procured tools for 15 communities.	July and September.	38,000 people (48 communities)	11,870 people	31%	Inadequate funding led to low rate of implementation of activity
Conducted monthly clean-up campaigns in 48 villages in Malen & Kpanga Kabondeh chiefdoms	July and September.	38,000 people (48 communities)	35,624 (45 communities)	93%	Heavy rains affected turnout.

Conducted monthly home visits to restore sustainable sources in 48 targeted villages.	July and September.	38,000 people (48 communities)	31,600 people (40 communities)	83%	Heavy rains affected turnout
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### Constraints or Challenges

As indicated above, the SLRCS could not carry out some planned activities under the CAPS during 2010 because of funding constraint and heavy rainfall.

### Coordination

The WCRR is working as the coordinating body for the Movement components in the region. Collaboration with the ICRC offices in Abidjan and Abuja continues to ensure better coordination of support to National Societies in the region. In its effort to strengthen regional cooperation among National Societies, the WCRR supported the organization of the West Coast Regional Group meeting in April 2010 in Freetown, Sierra Leone.

The WCRR continued with humanitarian advocacy missions to the diplomatic community and other international agencies in Abuja, Nigeria. Advocacy missions to diplomatic communities focused on profiling the activities of the Red Cross in the region and areas of possible collaboration with potential partners. The Director of Africa Zone of the IFRC visited Abuja, Nigeria in March 2010 to sign an MoU on disaster management, health and care, migration and social integration and peace with ECOWAS. He also had an interactive session with members of the diplomatic community and international humanitarian agencies in Nigeria. This has increased the visibility of the IFRC amongst the diplomatic and humanitarian agencies based in Nigeria and also created avenues for potential collaboration.

### Working in partnership

The WCRR continued to work with its traditional partners within and outside the Movement to scale up support to the West Coast National Societies in their developmental and programme activities towards quality service delivery to the vulnerable population. National Societies are encouraged to explore potential partnerships within their respective countries.

In disaster management, the WCRR continued to collaborate with ENSAG-CRATerre, France to build scientific, indigenous and humanitarian knowledge through the implementation of a pilot project on reducing shelter vulnerability of flood prone populations in West Africa. The WCRR has enhanced its collaboration working with ECOWAS by signing a MoU with the IFRC. Under the WADMCB project, the Swedish Civil Contingencies Agency (MSB) and the Swedish Red Cross continue their technical and financial support to the project, bringing in technical expertise outside the Red Cross Movement. The multi-year support from DFID through the Institutional Strategy IS3 which closed at the end of 2010, is enabling capacity development in the region and benefiting particularly Côte d'Ivoire, Liberia (especially in the area of food security) and Nigeria. These partnerships have enabled the National Society to position themselves as credible partners and auxiliaries of their governments.

In Health and Care, the Finnish Red Cross continued with funding support for the ongoing CBHFA activities in Côte d'Ivoire and Ghana in addition to supporting Nigeria in its organisational development and disaster preparedness especially in contingency planning and volunteers training. The various Malaria projects in the region are still benefiting from the support of USAID in Nigeria, Y's Men International, Canadian Red Cross and Netherlands Red Cross in Sierra Leone. The IFRC supported the "Keep-up" project in Togo. WHO, RBM and government health agencies are also collaborating with the Red Cross on the Malaria projects. Nestlé funding support to the WatSan activities in Côte d'Ivoire continued during 2010 and a new partnership agreement and three-year funding of the project in Côte d'Ivoire was signed in November 2010 in Geneva between Nestlé and IFRC. The Shell-funded WatSan project in Nigeria ended in June 2010, while the Belgian Red Cross also supported watsan activities in the

region. The Maternal and Child Health projects in Nigeria and Ghana continued to be supported by the Japanese Red Cross. The Japanese government also pledged to fund a similar project in Benin in 2011.

The H2P activities in Nigeria, Ghana, Benin and Liberia were supported by USAID, while the Swedish Red Cross supported the WCRR in its programme support to NS and regional coordination. The Swedish and the Finnish Red Cross are supporting the OD project in Nigeria. Irish Aid is supporting the WCRR to intensify its technical support to National Societies. The British, Swedish and Icelandic Red Cross supported the Sierra Leone Red Cross CAR, CAPS, CBHP and DM projects.

Polio eradication in the region received funding support from the Bill and Melinda Gates Foundation in 2010. The DREF funded floods operation in Ghana received support from UNICEF with the signing of an MoU between the GRCS and UNICEF on provision of relief items for distribution to the affected population.

## Contributing to longer-term impact

The various DRR and CAPS activities carried out during 2010 aimed at long-term empowerment of the beneficiary population and reducing poverty among the population. Early warning systems and other community-based preparedness projects are expected to strengthen the capacities of the grassroots population to reduce the impact of disasters in their various communities. The H2P activities implemented so far have enhanced the capacity of participating National Societies to contribute to strengthening their communities' preparedness and response to the pandemic. The equal opportunity being given to men and women through gender mainstreaming during project implementation will encourage women's active participation in decision making in their communities. Good examples are already coming out of Sierra Leone, where women are now active in public meetings discussing issues that affect them. The ongoing CAR project in Sierra Leone is a means of empowering the youth to be self-reliant in the future and to contribute to reducing unemployment and juvenile cases in the society. The WCRR will continue to take gender and environmental issues into consideration, especially at community level during programme management.

The participatory method for hygiene promotion by WatSan projects in Côte d'Ivoire and Nigeria will help in developing self-esteem and ownership of the WatSan activities. This methodology will contribute to building capacity at community level. National Societies, by working in collaboration with government technical personnel from ministries and local NGOs, will also be contributing to maximizing input and avoiding duplication of actions. The Red Cross of Côte d'Ivoire is taking the lead in the implementation of the project and monitoring and evaluation carried out at the branch and national levels with technical support from the WCRR, it is expected that the NS will in the long-term strengthen its capacities on WatSan projects.

## Looking ahead

The WCRR will continue to explore and encourage National Societies to scale up their resource mobilization activities while the regional group meetings will continue to serve as a platform for experience sharing. CBHFA activities in Ghana and especially in Côte d'Ivoire will scale up when the security situation in the country improves. The watsan activities in Côte d'Ivoire will also resume as soon as the political and security situation guaranties. With technical support from the WCRR, the Red Cross of Benin will also begin its maternal and child health activities during 2011. As the WADMBCB project ends this year, participating National Societies and the IFRC will intensify efforts on an exit strategy and sharing of lessons learnt with others National Societies in the region.

**All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.**

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

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