

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

WEST AFRICA

(Appeal 01.01/2002)

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

	2002	2003 ¹
	In CHF	In CHF
1. Disaster Preparedness	865,793	699,005
2. Health and Care	3,468,463	2,716,258
3. Humanitarian Values	206,149	272,352
4. Organizational Development	1,126,360	935,373
5. Regional Cooperation	553,616	293,719
6. Coordination & Management	1,122,535	1,159,268
Total	7,342,916	6,075,975



Introduction

Regional context

The regional delegation for West Africa is responsible for 16 countries that cover a tremendous range of cultures, climates and landscapes. However there are several common threads that join the region. Generally, the economies in these countries remain weak and are dependent on the export of one or two main commodities. Economies are still dominated by agriculture; a small industrial sector exists, yet the majority of people still live in rural areas. The region is prone to natural disasters and political instability that leads to violence and the displacement of populations.

Of 174 of the poorest countries, the United Nations Development Programme (UNDP) Human Development Report ranks five of the West African countries among the ten least developed countries in the world. Three of them are the least developed. The humanitarian priority in West Africa is human development, not poverty eradication.

While many of the political changes that occurred at the beginning of 2001 were positive, such as peaceful presidential elections in Ghana, Cape Verde, Benin, and parliamentary elections in Senegal, a former benchmark of stability in West Africa, Côte d'Ivoire, is now experiencing unprecedented instability and uncertainty. A new president was elected in October 2000, but his mandate is weak. The army, which ruled the country for ten months in 2000, remains a source of concern. Another coup attempt in Côte d'Ivoire at the beginning of 2001 caused a

¹ These are preliminary figures for 2003, and are subject to revision in the course of 2002.

reported 10,000 African immigrants to leave Côte d'Ivoire weekly in fear of ethnically-motivated violence. The large numbers of these emigrants placed a heavy strain on neighbouring countries such as Burkina-Faso and Mali.

The Mano River Union countries (Sierra Leone, Guinea and Liberia) are currently immersed in political, economic and humanitarian crises that are inextricably linked. There is much in common in these three countries in terms of causes, extenuating factors, ethnicity and consequences of instability (UN, 2001). At the beginning of 2001, approximately 300,000 Sierra Leonean refugees remained in Guinea, as did some 90,000 Liberian refugees, while 60,000 Guinean residents were internally displaced because of violence on the border of Liberia. Some 190,000 Liberian refugees remain outside their country, and 20,000 or more Liberians are believed to be displaced within the country following continued and increasing fighting in the northern part of the country (USCR, 2001).

In Liberia, the seven-year conflict which began in 1989 claimed 1.5 million lives and displaced around 1.7 million people internally, which is close to half the present estimated population. Little social or economic progress appears to have been accomplished since the end of full-scale hostilities. That very few valid socio-economic indicators are currently available for Liberia is indicative of the dramatic down-turn in the country's infrastructure and the challenges now faced by the government in governing. However, available indicators such as an average life expectancy at birth of 46 years for men and 49 years for women (UNSO, 1999), compared to 73 years in the USA, and an infant mortality rate of 96/1000 (UNICEF, 2000) point to severe challenges in some areas. Therefore, despite UN economic sanctions imposed in January 2001, Liberia was already suffering from a dysfunctional economy. Extremely shallow fiscal revenue has decreased public services to almost imperceptible levels. The health situation in Liberia has become particularly alarming. Currently only 25 doctors work in the whole country, and there is no operational hospital.

The majority of countries in the region are affected by social unrest demonstrated by workers, students and the civilian population, where protests are aimed at improving the living conditions of the average citizen. Economic development leading to better social conditions with the provision of decent health services remains a chimera for the majority. Economic indicators, where they do show improvements, are not a cause for optimism. Many are sometimes the result of economic reforms that were realised at the expense of people's living standards. According to UNICEF and the ILO, at least 300,000 children are still being sold or forced into some form of slavery in West Africa each year. According to Niger's ministry of labour, approximately 70 percent of all children from ages four to 15 are already at work, many in severe conditions of exploitation.

Government expenditure on health and social services is decreasing instead of increasing, aggravating an already serious situation among vulnerable populations. Indicators of health provision in Mauritania paint a sombre picture. Fifteen out of every 100 children will not live to the age of five, and one-quarter suffer from malnutrition. Twenty-six percent of the population has no access to clean drinking water, and there are only about 320 doctors in the country, concentrated in urban centres. Findings of the annual meeting of the Interstate Committee for Drought Control in the Sahel (CILSS) in 2000 indicated food insecurity in eight countries within West Africa. Sahel countries remain critical in food security terms, however figures indicate a problem more of distribution than overall supply. No West African country has a per-capita daily supply in Kcal below 2,000 (HDR 2000).

Infant mortality and maternal mortality rates in the region remain high, and life expectancy has declined in a number of countries. Within 40 countries that have the lowest life expectancy, 13 are countries in West Africa (WHO/DALE). Average life expectancy at birth in West Africa is currently 49 years, compared to 73 years in the United States and 74 years in France. Mortality rates due to epidemics remain high in the region. Frequent outbreaks of meningitis and cholera, exacerbated by poor hygiene and cramped living conditions, plague the area. As in other Sahelian countries, a meningitis epidemic swept through Burkina Faso in the first four months of 2001.

UNDP ranking among 174 countries.
Based on 1998 Indicators

Cape Verde	105th
Ghana	129th
Togo	145th
Mauritania	147th
Nigeria	151st
Cote d'Ivoire	154th
Senegal	155th
Benin	157th
The Gambia	161st
Guinea	162nd
Mali	165th
Guinea-Bissau	169th
Burkina Faso	172nd
Niger	173rd
Sierra Leone	174th
Liberia	Not considered

Source: UNDP Human Development Report 2000

Note: The human development index has been calculated for UN member countries with reliable data in each of its components.

The government reported 12,602 cases; of this number, 1,744 people died. Malaria continues to be the biggest single cause of death of young children in Africa (WHO).

The alarming increases in HIV/AIDS in the region add to vulnerability as families lose their main source of income, children are orphaned, and young people are excluded from the work force. Côte d'Ivoire, Burkina Faso and Togo have almost 10 percent of 15- to 49-year-olds living with HIV/AIDS (UNAIDS). Prevalence in conflict-affected countries is lower but may be underreported. Nigeria has more than 6 million HIV-positive citizens. By contrast, Senegal has decreased its rate of prevalence through strong campaigns. Even in West African countries that have a lower prevalence of HIV/AIDS, the increase in a decade is significant (e.g., Benin's 1999 prevalence was 4.1%, and its 1986 prevalence was 0.25%).

In terms of natural disasters, devastating floods hit West Africa each year affecting the livelihoods of those who are least able to cope and who live in precarious conditions. Drought, followed by cereal deficits, occur on a regular basis in the Sahelian belt. Over the last decade, West Africa has been experiencing a downward trend in its mean rainfall. Frequent droughts have engendered soil degradation and a decline in water quantity and quality, resulting in decreased productivity in West African agricultural activities. Trends toward desertification in parts of the region are fairly alarming. For example in Mauritania, rainfall deficit limited to the northern part of the country before 1981 is now gradually extending to the rest of the country. The CILSS reported that the Sahel region's deficit in cereal yield for 2000 and 2001 was 'heavier' than envisaged at 23 percent, rather than 16 percent.

The **Liberian National Red Cross Society (LNRCS)** reflects the unstable nature of its country. During the civil war, the LNRCS was severely damaged, both in its volunteer base and branch structure. Since the end of the civil war, more difficulties have been faced by the LNRCS. In the last 24 months, there have been four secretary generals and three presidents in office. Votes of 'no confidence' have been passed on senior governance members, while others have become disaffected. The public image of the LNRCS has been called into account, especially in the Liberian mass media. Relations between the LNRCS and the Federation delegation deteriorated dramatically early in 2001. All this contributed to a crisis in donor confidence in the LNRCS. No donor funds were forthcoming activities in 2001, and therefore, Federation financial support to the national society ceased as of January 2001. Following an extraordinary general assembly in April 2001, a new governance and management team was initiated. The Federation suspended development

National Society priorities

A national Red Cross or Red Crescent society is operational in each of the countries. The capacity and performance of these national societies is as diverse as the region itself. Many of the national societies have few permanent staff members and depend greatly on volunteer work. Paid staff are found mainly at headquarters level. Some national societies have more than 100 paid staff.

A systematic approach to organizational development in West Africa was initiated by the Federation regional delegation in 1995. and since then, organizational reforms have been regularly carried out in most national societies. The national societies are generally responding well to emergencies, but they need to strengthen their proactive approach to improve assistance to the most vulnerable. In a mid-term review carried out in 2001, the question was raised as to whether certain activities genuinely responded to the priority needs of the most vulnerable; programmes for the most vulnerable had not been subjected to recent needs assessments or vulnerability and capacity assessments (VCA). Also, most national societies are dependent on external funding sources, and many of them on funding through the Federation, not only for their programmes but also for their core costs. The capacity and performance of these societies depend on many interrelated factors and varies over time.

	Of HIV during 2000, '000	HIV/AIDS during 2000, '000	Cooperation as of end 2000
Sub-Saharan Africa	3,800	2,400	8.8
South and South-East Asia	780	470	0.6
Eastern Europe and Central Asia	250	14	0.4
Latin America	150	50	0.5
East Asia and the Pacific	130	25	0.07
North Africa and Middle East	80	24	0.2
Caribbean	60	32	2.3
North America	45	20	0.6
Western Europe	30	7	0.2
Australia and New Zealand	0.5	<0.5	0.1
Total	5,300	3,000	1.1

Source: UNAIDS

Learning from objectives and operations in 2000, the national societies based priorities on their self-initiated Ouagadougou Declaration, Strategy 2010 and ARCHI 2010 when they chose the following:

Disaster Response

- To be able to respond to disasters on a national level independently, such as in response to community mobilization against epidemics, food and non-food distribution, anti-pollution campaigns in cooperation with government, reforestation projects in regions affected by overpopulation, and development projects to reinforce coping mechanisms for victims of disasters

Disaster Preparedness

- Further VCA development
- Strengthen stock, logistical supplies, management, and human resources for emergencies
- Community development projects in water and sanitation, community-based first aid (CBFA), personal hygiene
- Development of volunteer and branch network (reactivation and training)
- Strengthening emergency response teams and developing community-based response teams, especially in high-risk, remote areas
- Realization of micro projects
- Development of standard operating procedures for disaster preparedness
- Further development of human resources for disaster management integrated with other areas such as health
- Food security
- Creation of an emergency aid fund

Health and Care

- Social mobilization and education via peer groups, mothers' clubs and communities on sanitation and hygiene, including water, HIV/AIDS and CBFA
- Epidemic awareness campaign
- Mother and child health, including reproductive health awareness and advocacy
- Conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis on health projects that will lead to a five-year national society health plan
- Scale-up of blood drives
- AIDS home-based care

Humanitarian Values

- Dissemination of humanitarian values, Fundamental Principles and national society programming to the public
- Advocacy for and assistance to most vulnerable groups, including orphans and vulnerable children, the disabled and poor
- Family values and child welfare programmes that include health, education and feeding
- Public awareness campaign against land mines and weapons
- Promote youth involvement in peer education, especially in HIV/AIDS
- Developing tolerance and alternatives to violence among youth
- Campaign for the eradication of female genital mutilation
- Campaign for the improvement of conditions in detention centres
- Development of advocacy and lobbying skills

Organizational Development

- Development of administrative and financial management procedures
- Strengthening branch capacity by decentralization
- Volunteer mobilization and management
- Resource development
- Improvement of compliance with national society constitutions, including review of statutes and governance
- Human resource development at all levels in all departments
- Multi-sectoral SWOT analysis of national society to create a five-year strategy and development plan

To achieve these priorities, the national societies believe the regional and sub-regional working groups are the means to gaining greater and more sustainable effectiveness in the region. The way forward for the regional and sub-regional working groups is to reinforce working group hierarchy, responsibility and management by the national societies themselves. The national societies will be supported by the regional delegation to institute reform of the system.

Priority programmes for Federation assistance

The regional strategy will continue to focus on developing and using regional resources as well as facilitating and fostering regional cooperation. This will be achieved by promoting the sub-regional groups, in existence for several years now, that have yet to be used to their full potential. Shifting away from the approach of supporting all national societies and in effect making little difference, a sub-regional, self-development approach will be employed. The

Federation and a network of technical delegates and resource personnel in the region will now support sectoral working groups within the sub-regions. Sub-regions will have one area of expertise within each programme. After two years, the sectoral working groups of each sub-region will then be in a position to train the other national societies in the region.

An example of how this approach will work is depicted below.

		SAMPLE PROGRAMME	
		Disaster Preparedness	
Sub-Regional Group 1 (consisting of five national societies)			Sectoral WG on VCA
Sub-Regional Group 2 (consisting of five national societies)			Sectoral WG on Food Security
Sub-Regional Group 3 (consisting of six national societies)		Sectoral WG on DISASTER MANAGEMENT	

The Programme has three objectives which become the focus areas for the sectoral working groups.

The sectoral working groups consist of representatives from the member national societies of each sub-regional group. Each sectoral working group will develop expertise on one of the objectives from the programme and then share their best practices with the other national societies after two years.

For example, each of the five national societies of Sub-Regional Group 2 send their best candidate to join the sectoral working group on food security. These five individuals become responsible for developing a sound food security programme and methodology with which they will then teach to the other national societies. They are assisted over the course of two years by the disaster preparedness delegate and consultants and/or resource personnel from the core management group (see Regional Cooperation).

The national societies, through their sub-regional groupings, will determine for themselves which objectives or focus areas they wish to pursue based on sub-regional priorities and capacities. This should encourage full ownership of the sectoral working group efforts. The national societies may make the focus of their sub-regional group their only activity, but they are not discouraged from pursuing other activities or projects that are of interest or priority to them. The Federation, however, will only provide support through the working groups.

The programmes to support the West African national societies are:

Disaster Preparedness: The regional disaster preparedness programme aims to strengthen regional relief coordination and management of operations responding to natural and man-made disasters. It also seeks to improve regional relief capacities by using regional human resources and strengthening needs assessment capacities in the region. To do this, the regional disaster preparedness programme will work with the disaster preparedness sectoral working groups and other agencies to support the sectoral working groups in increasing their expertise in various areas of disaster preparedness, such as disaster management, food security and VCA. The Federation will also support the development of regional response teams to serve as resource personnel for technical purposes as well as be operational during emergencies. Finally, the Federation will initiate the creation of a West Africa disaster management information system (WADMIS), a regional disasters database that will become an interactive tool that national societies and others in the region can use to design better and more targeted programming.

Health: The regional health programme aims to improve national society community mobilization toward better living conditions for the most vulnerable. Poverty, poor living conditions, lack of access to clean water and sanitation, and political instability resulting in displacement are all factors which impact the health of the region's populations. By focusing their health sectoral working groups on epidemic surveillance and prevention through community mobilization (ARCHI 2010), first aid, and water and sanitation, the West Africa national societies will be able to contribute more to joint efforts with other agencies on establishing better living conditions for West African communities in need.

The Federation also plans to support all West African national societies to effectively implement their HIV/AIDS country plans, or to develop such a plan, as per their commitment in the Ouagadougou Declaration to scale up activities to fight against the epidemic. Fourteen country plans are currently available for review at the Secretariat. Three of the country plans are being covered by country appeals within the region.

Humanitarian Values: The programme aims to support promotion of humanitarian values in order to achieve sustainable development through sensitization, training, policy making, and programming with an emphasis on the following most vulnerable groups, including displaced populations, children and youth, and HIV/AIDS-affected people. This will be done by utilizing the Federation's network of delegates and resource persons, working with the sub-regional groups, and developing external partnerships. This programme will not, however, work through three sectoral working groups.

Organizational Development: The organizational development programme aims to strengthen technical programmes toward a well-functioning national society, financial management and development programmes, and information programmes. Again, the focus will be on sectoral working groups within the sub-regions. The lessons learned by the sectoral groups over the two years will be shared with all the national societies by the resource persons themselves.

Regional Cooperation: To ensure the regional strategy is implemented, this programme will seek to ensure maximum cooperation and communication is achieved among the national societies, country delegations, and the regional delegation at sub-regional offices. The programme will also aim to ensure that human resources from the region are utilized wherever possible through a core management group in accordance with the recommendations of the Africa Review.

Liberia - Special Focus:

The strategy for development cooperation with the Liberia National Red Cross Society (LNRCS) is to focus, in a first phase, on providing technical assistance to support the organizational development of the LNRCS enabling the pursuit of its mission. The LNRCS will be supported on the basis of its commitment toward change and innovation. It is seen by the national society and the regional delegation as essential that the LNRCS lead its own change process in technical, resource and governance areas in moving toward the characteristics that define a well-functioning national society. In support of this process, the regional delegation will take primary responsibility for identifying resource persons, preferably from within the region, to act as facilitators or coaches as required and if requested by the LNRCS.

Reflecting the organizational development strategy of the regional delegation, support for the LNRCS will be in the five areas identified in the Federation's organizational development framework: (self) assessment, planning, implementation, communication and information sharing, and evaluation and re-assessment.

Providing that the organization and internal stability of the LNRCS allows for eventual limited support, an operational dimension to the LNRCS's organizational achievements could be provided for projects on HIV/AIDS and food security. This will be based on the work of the sub-regional sectoral and geographic groups providing access to broader programmatic support within sub-regional disaster preparedness, health and humanitarian values programmes, and enabling stronger support from other national societies with specific skills within the sub-region and the region in the future.

1. Disaster preparedness [click here to return to the top](#)

Background and achievements/lessons to date

During the past two years, the regional disaster preparedness programme began training disaster preparedness officers from the West Africa national societies in disaster management. Vulnerability and capacity assessments (VCAs), instrumental to prioritizing preparedness efforts and improving understanding of human vulnerability to disasters, are becoming the main tool for preparedness planning. This programme has supported ten national societies to build their capacities to conduct VCAs. The West African disaster contingency planning tool and VCA guidelines have been tested in planning for disasters such as floods, fires and civil disturbances. Work carried out on the basis of the tools has proved effective in the event of sudden emergencies, such as the military coup and subsequent attempted coup in Côte d'Ivoire, and providing response to situations involving child trafficking.

Preparing for disasters is a key activity for all national societies², however disaster preparedness should be a goal rather than a separate programme. It needs to be integrated with other activities of the national society and treated as a continuous and integrated process involving both development and relief. In high-risk areas, branches should, based on participatory assessments, assist local communities in disaster preparedness. This programme should be part of an overall development strategy and be linked with health and water-and-sanitation activities to prevent meningitis or cholera epidemics. Training in disaster management should aim to reach communities and the general public in preparing for responding to disasters.

Learning from past activities, highest priority will be given to strengthening the 'software' rather than the 'hardware' of disaster preparedness. Emphasis will be on the development of systems, procedures, and training for staff and volunteers rather than additional stocks of relief items, the building of new warehouses, and procurement of transport means. Support will be given to building local disaster preparedness capacity based on existing resources. This will include the development of regional response teams, trained technicians that stood out over the last two years of the disaster preparedness programme, who will be given the means to be on call to assist national societies in the region when disasters strike that are beyond the experience and management capacity of the national society. Their work will be governed by clear terms of reference based on those of the existing emergency response units (ERU) and field assessment and coordination teams (FACT) established at the Secretariat level.

Using existing reference documents and training materials that would be adapted where necessary, training curricula should be customized for each national society based on its VCA and needs as identified by themselves. Training opportunities provided by ICRC and by partners such as the UN agencies should be included in national society training plans.

Disaster management training would cover, at a minimum, the following topics:

- Disaster management and preparedness concepts and methods.
- Disaster needs assessment.
- Relief operations management.
- Recovery and rehabilitation operations management.
- Community-based problem identification and solutions.
- Conflict resolution.
- Accounting, financial management and logistics management.
- Training and extension methods and techniques.
- First aid, but not as the primary responsibility of the disaster preparedness programme.

The training curricula should progress from basic to advanced levels through a system of course work. Successful participants will receive certification of skills levels. This would permit volunteers and national society staff to assume management positions during disasters, as their skills level will be certified as adequate. The overall training effort should, over time, also develop a cadre of volunteer trainers capable of executing the whole training programme with minimal oversight from national society management staff.

² Principles and Rules for Red Cross and Red Crescent Disaster Relief, approved by the XXI International Conference of the Red Cross (Istanbul, 1969), revised version endorsed by the XXVI International Conference (Geneva, 1995).

National societies need to increase their base of trained volunteers capable of handling disaster preparedness and relief efforts without the direct supervision of paid staff. However, the expected tasks and training for these volunteers cannot be developed until agreements are reached with governments on the national societies' role in disaster response.

In accordance with priorities determined at the Fifth Pan-African Conference, the regional disaster preparedness programme in 2002 and 2003 will focus on building the capacities of the national societies in food security monitoring, planning, and implementation. Food security planning and response, networking and sharing of information will occur with food security agencies. This programme will be coordinated with the other programmes in this appeal and with ICRC's conflict preparedness programme.

Goal Improved disaster response at the local, national and regional level through training, planning and human resource and systems development in conjunction with other programmes.

Objectives and activities

Objective 1 Support West African national societies of one sub-region to improve disaster management capacities so that they may then train the other national societies of the region.

Activities to achieve this objective are to perform the following in one sub-region:

- Assist national societies in defining their roles and mandates in the national disaster preparedness plan and enhance their participation as principal humanitarian auxiliary to the public authorities.
- Assist national societies to reformulate existing disaster response policies and operational procedures in line with the requirements of national disaster preparedness guidelines.
- Support national societies in cascading disaster management training down to branches and communities promoting disaster awareness and disaster resilience at the individual and community level, with a particular emphasis on community capacity building to resolve hazardous environments.
- Support national societies in coordinating a disaster management workshop with government participants responsible for disaster management and include local authorities in branch and community training.
- Support national societies in starting a community-based disaster preparedness project.
- Organize an end-of-year (2003) meeting for this sectoral working group to develop a strategy for training other national societies on disaster management for the following year.

Objective 2 Support West African national societies of one sub-region in expanding food security activities so that they may train other national societies of the region.

Activities to achieve this objective are to perform the following in one sub-region:

- Support the creation and implementation of results-based national society food security plans based on set criteria.
- Support selected food security micro-projects.
- Support further education and knowledge sharing of national societies in food security issues.
- Organize an end-of-year (2003) meeting for this sectoral working group to develop a strategy for training the other national societies on food security for the following year.

Objective 3 Given sufficient organizational reform in the LNRCS, support LNRCS to continue their engagement in small-scale food security projects enabling branch development.

Activities to achieve this objective are to perform the following:

- Support creation of food security plans established at the branch level.
- Support selected food security micro-projects.
- Support further education and knowledge sharing of the national society in food security issues through participation in the food security working group.

Objective 4 Support West African national societies of one sub-region to improve their vulnerability and capacity assessment capacity so that they may then train other national societies of the region.

Activities to achieve this objective are to perform the following in one sub-region:

- Support national societies in completing or updating their national VCAs.
- Develop national society capacity to evaluate and apply the VCA as a tool toward better programming.
- Encourage the continued use of resource persons to support other national societies in their VCA activities.
- Organize an end-of-year (2003) meeting for this sectoral working group to develop a strategy for training other national societies on VCA for the following year.

Objective 5 Support development of regional response teams (RRTs) for intervention when a West African national society's capacity is exceeded on the basis of an agreed terms of reference.

Activities to achieve this objective are to perform the following in one sub-region:

- Prepare terms of reference for the RRTs and the RRT focal point with full compliance of West African national society leaders.
- Support the recruitment and training of team members as organized regionally and in Geneva.
- Equip teams.
- Maintain RRT skills by supporting a team refresher course at least once a year.

Objective 6 Create a West Africa disaster management information system (WADMIS), a regional disasters database accessible through a West Africa Federation website.

Activities to achieve this objective are:

- Using Côte d'Ivoire as a pilot, the Federation will assist the national society in gathering:
 - Country-specific data, such as socio-economic development indicators
 - National society-specific data, such as national- and branch-level information on capacities and logical means for disaster response, as well as ongoing activities
 - Disasters and hazard data
- An Internet-accessible database and geographical information system (GIS) presented in the form of thematic maps for a West Africa Federation website will be created in both English and French and installed at the regional delegation.
- A delegation staff member and a regional resource person will be trained to use and maintain the website in conjunction with the information resource centre at the regional delegation. (See Coordination and Management programme, Objective 4.)
- Upon completion of the pilot phase, the project will be expanded to the remaining West African national societies.

Expected results

- By the end of 2002, national societies will have disaster management policies and plans in place.
- By the end of 2002, national societies will have better prepared their branches and communities for disasters.
- By the end of 2002, governments will recognize, acknowledge and request the assisted national societies to play a role in their national disaster management plans.
- By the end of 2002, national societies will have a community-based disaster preparedness programme in place.
- By mid-2003, national societies will have participated in or led national disaster preparedness planning.
- By the end of 2003, national societies of the sub-region will be prepared to become disaster preparedness teachers in the field for the other national societies of the region.
- By the end of 2002, regional national society know-how in food security will have been strengthened.
- By the end of 2002, national societies will implement relevant, achievable, measurable food security plans.
- By the end of 2002, national societies will contribute members to their countries' national food security programmes.
- By the end of 2002, national societies will have established a knowledge-sharing and information-sharing network with the national and international community.
- By the end of 2003, national societies of the sub-region will be prepared to become teachers in the field for the other national societies of the region.
- By the end of 2003, food security projects will have been implemented by a target eight Liberian branches.
- By the end of 2003, LNRCs know-how in food security will have been strengthened.
- By the end of 2003, LNRCs will have participated in national food security programme planning.

- By the end of 2002, national societies will have completed and incorporated their VCAs into planning better programming.
- By the end of 2002, national societies will have gained experience in VCA implementation and be capable of conducting national VCAs.
- By the end of 2002, resource persons will have contributed effectively to other national society VCAs and will have incorporated that learning into the teaching plan for dissemination to the other national societies of the region.
- By the end of 2003, national societies of the sub-region will be prepared to become VCA teachers in the field for the other national societies of the region.
- By the end of 2002, mutually agreed upon terms of reference for the RRTs and RRT focal point will adequately guide the work of the RRTs.
- By the end of 2002, well-trained and equipped RRT members will be ready to intervene, within 48 hours, to support national society disaster response activities.
- By the end of 2002, national society leaders will have contributed to and fully supported the RRTs.
- By the end of 2002, a West African Federation website in both English and French with current country-specific, national society-specific and hazards- and disasters-specific data on Côte d'Ivoire will be up and running on the Internet.
- By the end of 2002, a regional delegation staff employed at the information resource centre will be maintaining the website.
- By the end of 2003, the regional delegation will have gathered like data from the other West African national societies and put it on the website.
- By the end of 2003, the West African national societies will know how to use the website and will actively keep the information resource centre apprised of current relevant data so that the information resource centre may keep the website current.

Indicators

- New or modified national society programming will reflect analysis of each assisted national society's disaster management policy and plan.
- The national society's disaster management policy and plan will have been disseminated to all branches and headquarters and sensitized at least three branches and their communities, not including the branches who will be involved in the community-based disaster preparedness plan development, via a seminar at each of the branch offices.
- New or modified national society disaster management programming will reflect and include branch and community input and interests.
- National societies will actively be developing a working relationship with the government by year end.
- Community-based disaster preparedness projects will be in full swing in the implementation stage of the project cycle by year end.
- By the end of 2003, terms of reference will exist for sharing the expertise of the disaster management working group with the other national societies in the region.
- Food security plans that are implementable, achievable and measurable with built-in evaluation and monitoring mechanisms.
- National societies are contributing members to their countries' national food security programmes.
- National societies are part of an ongoing knowledge- and information-sharing network with the national and international community.
- Food security micro-projects are developed and/or modified as a result of food security plans.
- By the end of 2003, terms of reference will exist for sharing the expertise of the food security working group with the other national societies in the region.
- Eight food security micro-projects will be developed in Liberia based on food security plans.
- Five published national VCAs.
- New or modified national society programming reflecting analysis of each of the five national societies' VCAs.
- End-of-year assessment evaluating Federation support to national society development of the VCA tool.
- Analyses of implemented VCAs that note achievements, constraints, lessons learned are made by resource personnel and shared with assisted national society as well as with the regional working group to document not only the lessons learned from the VCA but the quality of contribution from the resource person for the benefit of other national societies.

- By the end of 2003, terms of reference will exist for sharing the expertise of the VCA working group with the other national societies in the region.
- Terms of reference for the RRTs and RRT focal point will be endorsed by all 16 West African national societies.
- Guidelines developed for RRT protocol and procedures in conformance with Federation standard guidelines for FACT/ERUs.
- Guidelines developed for RRTs are updated with lessons learned and best practices after every mission.
- RRT leaders certified by Federation training workshop.
- RRTs equipped with minimum tool kit as identified by guidelines.
- RRTs have accomplished missions at the request of national societies in need.
- By the end of 2002, a West African Federation website in both English and French with current country-specific, national society-specific, and hazards- and disasters-specific data on Côte d'Ivoire will be up and running on the Internet.
- By the end of 2002, a regional delegation staff employed at the information resource centre will be maintaining the website.
- By the end of 2003, the West African Federation website will have current country-specific, national society-specific and hazards- and disasters-specific data on all West African national societies in both English and French.

Critical assumptions

- No major political disruptions will occur in West Africa that interfere with programming.
- The decentralization of the regional delegation.
- Institutional memory of disaster preparedness activities and the current momentum of disaster preparedness is maintained.
- Improved communications with national societies.
- The momentum is maintained for the regional working group, sub-regional groups, sectoral disaster preparedness groups, RRTs, focal points for RRT and food security.
- Sufficient funding exists for the regional disaster preparedness programme for longer-term sustainability.
- There will be sufficient interest and momentum to keep the WADMIS current and active.
- Organizational reform and stability in the LNRCS is maintained.
- The military situation in Liberia is no less stable than at present.
- Continuity of support exists from the Secretariat on providing capable program managers and adequate financial support.
- Continuity of support exists from donors for programme co-ordination and support activities.

Monitoring and evaluation arrangements

- Regular contacts, field visits and consultations with national societies will be made.
- Monthly, quarterly, semi-annual reports will be shared.
- Regular consultations with the RRT focal point, regional working group and sub-regional groups, ICRC, country delegations, and relevant regional and country-based organizations will be made.
- Use of regional resource personnel to assist national societies implement disaster preparedness programming.
- Every objective has built-in evaluation mechanisms.
- The speed and efficiency of the interventions of the RRT will be evaluated using the SWOT approach.
- An impact assessment will be made on national society food security plans using external resource persons. The role of the focal point and consultant in supporting national society food security planning and implementation will be evaluated by the regional delegation using Federation evaluation criteria.
- The programme will have a mid-term assessment mission at the end of 2002 to make sure it is meeting its objectives and that it still reflects the needs of the national societies in the changing environment.

2. Health and care in the community

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Background and achievements/lessons to date

In response to a pattern of morbidity in West Africa reflective of both the prevalence of HIV/AIDS and malaria and conditions such as respiratory infections, intestinal diseases, and maternal and perinatal problems, the African Red Cross and Red Crescent Health Initiative (ARCHI 2010) was developed. The methodology underlying ARCHI 2010 is to emphasize the role and action of branch-level and community-level workers to give support and assistance to vulnerable populations while developing effective emergency prevention and intervention. ARCHI 2010 aims to impact on a large number of people and communities by prioritizing health problems according to Red Cross and Red Crescent strengths, developing partnerships such as with government and intergovernmental health authorities, and using coaches at the intermediate level to support volunteers in developing local primary skills. Financial and technical support has been given by the regional delegation to more than 14 countries in 2001 to plan and implement their health programmes based on their priorities in accordance with ARCHI 2010.



In addition, the regional health surveillance team (RHST), consisting of the nine health officers from the Sierra Leone, Togo, Mali, Nigeria, Benin, Ghana, Côte d'Ivoire, Senegal and Liberia Red Crosses, assisted more than six countries in 2001. The RHST works with the other national societies of the region to:

- Evaluate the execution level of health activities according to ARCHI 2010.
- Analyze the strategy of intervention on HIV/AIDS issues and planning.
- Inquire into what activities are going on at country and regional levels.
- Analyze and revise national society intervention strategies for more impact during epidemics.
- Strengthen the role of partnership.
- Familiarize and update the national societies on their approach to potentially epidemic diseases before, during and after epidemics; new techniques in teaching reproductive health; and volunteer management.

A successful example of West African resources helping the national societies of the region, the RHST will be a valuable consultant to the Federation for its regional health programme in 2002 and 2003.

Following a visit to a field water and sanitation project in Harare, Zimbabwe, the West African team of Federation and national society representatives determined that the Southern African regional water and sanitation model could be easily replicated in West Africa. In view of the fact that many water pumps already exist in West Africa, the water and sanitation project would focus its expenditure on water pump rehabilitation at 70 percent of expenditure. Thus in 2002, a sub-regional health working group will focus on getting water and sanitation up and running in the region.



First aid training is a major activity in each national society. In 2001, the Federation supported the national societies with technical, financial and material support. With the

Federation, the Côte d'Ivoire and Niger societies held trainer workshops. Fifteen people were trained to become monitors and instructors in Niger, and 22 were trained in Côte d'Ivoire. A national trainer camp was organized in Burkina Faso where 10 instructors, 14 assistant trainers and 20 first aid volunteers were trained. Pamphlets, posters, and leaflets about epidemics and diseases have been provided by the Federation across the region. In 2002, the Federation intends to refocus the community-based first aid toward traditional first aid, as well as to make first aid a source of income generation for the participating national societies.

Overall, the regional health programme in varying degrees assisted the 16 national societies. However, the assistance was neither well-organized nor far reaching. The meningitis operation that five of the West African national societies conducted in 2001 showed that the national societies have the motivation and skilled personnel available to do their own development and that they just need financial and spot technical assistance. The sub-regional approach of the regional delegation in 2002 should better focus assistance to further help these skills shine. The approach will also recognize the skills of the national societies by allowing them to teach the other national societies in the region their experience and best practices. Thus, in 2002, the regional health programme will better facilitate, encourage and support the national societies according to their needs.

A separate focus for HIV/AIDS has been established in accordance with one of the four Ouagadougou Declaration commitments. In response to the national societies' commitment to scale up activities to fight against HIV/AIDS, 14 of the 16 West African national societies have drafted 2002-2003 HIV/AIDS country plans to educate at-risk groups about HIV/AIDS, encourage changes in behaviour, support people living with AIDS (PLWA) and advocate on their behalf. The individual plans are not included herein but are available for review from the Secretariat. The regional delegation therefore appeals for 11 of the country plans and will strive to support the countries with coordination and technical support as needed, as well as to assist the remaining two countries to prepare country plans; the Nigeria, Sierra Leone, and Guinea country plans are included in the Federation country appeals.



Goal To continue to strengthen national society capacity to promote and increase affordable and sustainable health care at every stage of community development through the full participation of national societies and communities.

Objectives and activities

Objective 1 Support West African national societies of one sub-region to improve their ARCHI 2010 capacities by developing, strengthening and improving volunteer networks, community capacity and preparedness, so that they may then train the other national societies of the region.

Activities to achieve this objective are to perform the following in one sub-region:

- Support national societies in organizing, training and motivating ARCHI 2010 volunteers to carry out specific community actions focusing on epidemic response and prevention.
- Facilitate production, distribution, translation in local language information, education and communication (IEC) materials and ARCHI 2010 tool kits to increase knowledge and improve awareness and promote healthy behaviour within communities through door-to-door and group gatherings strategies.
- Facilitate trainer training with the support of the RHST in social mobilization to reinforce the strength of national societies in social mobilization for vaccine-preventable diseases, such as polio, meningitis, yellow fever, and promotion of healthy behaviour within communities.
- Facilitate the coordination of exchange visits between national societies to give support and tools within ARCHI 2010 implementation.

- Facilitate the development of partnerships with other agencies, such as UN agencies, to strengthen the capacity and role of national societies in their countries and to increase support for their activities.
- Organize an end-of-year (2003) meeting for this sectoral working group to develop a strategy for training the other national societies on ARCHI 2010 for the following year.

Objective 2 Enable, encourage and support national societies in the region to target vulnerable communities and provide them with the means of improving their health and lifestyle through the establishment of new or improved water and sanitation facilities.

Activities to achieve this objective are to perform the following in one sub-region:

- Facilitate production and translation in local languages of IEC materials in water and sanitation to increase knowledge in and prevention of waterborne disease.
- Support training of water and sanitation officers in technical, managerial and public health areas for developmental water and sanitation initiatives.
- Support national societies in renovating water and sanitation substructure, infrastructure and equipment to protect water sources from contamination and reduce intestinal diseases, malaria and yellow fever in selected communities.
- Support national societies in improving the sanitation of commercial and family latrines through the use of local materials easily available to the community to support the promotion of health behaviour within communities.
- Organize an end-of-year (2003) meeting for this sectoral working group to develop a strategy for training the other national societies on epidemic response for the following year.

Objective 3 Promote regional standards in training and best practices for first aid. This will be aligned with the Global First Aid Project.

Activities to achieve this objective are to perform the following in one sub-region:

- Review and adapt the Federation standard first aid manual to allow national societies to produce their own trainer's manual to suit local circumstances.
- Continue to assess national society first aid programmes with the collaboration of supporting national societies, regional resource persons and the regional delegation.
- Support national societies in visiting public authorities in order to promote the adoption of concrete government legislation on first aid.
- Support national societies in using their first aid programme as an income-generating activity.

HIV/AIDS

Background and achievements/lessons to date

According to the AIDS epidemic update performed by UNAIDS, as of December 2000, AIDS had already claimed the lives of 21.8 million people globally. Thirty-six million people are living with HIV, the virus that causes AIDS. The most recent UNAIDS estimates show that in 2000, 5.3 million people were newly infected with HIV. In most sub-Saharan countries, adults and children are acquiring HIV at a higher rate than ever before. The number of new infections in the region during 2000 was 3.8 million.

HIV has been much more common in large parts of Eastern and Southern Africa than elsewhere. While West Africa is relatively less affected by HIV infection, the prevalence rates in some countries are rising. Côte d'Ivoire is already among the 15 worst affected countries in the world with more than 10 percent of its population infected. Togo follows closely with eight percent, and Burkina Faso is next with seven percent. In Nigeria, by far the most populous country in sub-Saharan Africa, more than five percent of adults have HIV.

Having recognized the danger of HIV to national development, and now gradually acknowledging an explosive epidemic in the general population, many governments are finally taking active steps to fight its spread and to create an environment conducive to open conversation surrounding the epidemic. Organizations, community-based groups, and religious groups are all being encouraged to approach HIV/AIDS in ways best utilizing their particular skills.

The Red Cross and Red Crescent AIDS network for Youth for West Africa (RANY-WA) was created in 1997 in response to an urgent need for national societies to develop programmes that would help reduce the further spread

of HIV and mitigate the epidemic's impact on young people in the West African sub-region. The network was established to assist the national societies in planning, organizing and implementing HIV/AIDS prevention and control programmes for youth in member countries, using the youth peer education strategy. During implementation of the network, the following were achieved in the member countries:

- Expansion of youth peer education programmes
- Adaptation of information education and communication (IEC) materials
- Expansion of the network membership
- Organization of trainer workshops and exchange programmes
- Establishment of partnerships with other organizations
- Promotion of the image of the network through active participation in international conferences

Since the networking of RANY-WA was regarded as experimental, after three years of a systematic and patient learning process of strengthening the community-based peer education for youth through networking and mutual re-enforcement, RANY-WA was evaluated to identify the needs for the next stage of the process, which is the strengthening of national society capacities over the next three years. The evaluation identified the following main needs:

- Gear the peer-education approach toward achieving results in behaviour change
- Expand peer education to cover other areas and include other vulnerable target groups
- Integrate reproductive health and gender issues into programmes at all levels
- Strengthen marketing and fund-raising skills to attract donors
- Strengthen networking capacity to support the national societies

At the last Pan-African Conference in Ouagadougou, the African national societies committed to “responding to the HIV/AIDS pandemic as an unprecedented humanitarian and development disaster in Africa by massively scaling up response in terms of advocacy, prevention, care and mitigation.” The Ouagadougou Declaration is a manifestation of the African Red Cross and Red Crescent Societies Health Initiative (ARCHI 2010). The West African national societies are working to increase their capacity in reducing HIV infections, as well as to guide and support caretakers of people living with HIV/AIDS (PLWHA), their family members and orphans. A critical element of the scaling-up strategy will be the strengthening of national society capacities to more effectively manage, coach and support Red Cross and Red Crescent community volunteers throughout West Africa. Focus areas prioritized by the national societies include:

- Condom promotion and distribution (Benin, Cote d'Ivoire, Gambia, Guinea Bissau, Ghana, Niger, Togo)
- Peer education via outreach, especially among youth, women, and core transmitter groups such as commercial sex workers and truck drivers (Benin, Burkina Faso, Cote d'Ivoire, Guinea Bissau, Ghana, Gambia, Mali, Senegal, Niger, Togo, Mauritania)
- Care and support for PLWAs and their families (Burkina Faso, Gambia, Togo, Ghana)
- Blood donor recruitment and sensitization (Benin, Burkina Faso, Cote d'Ivoire, Gambia, Guinea Bissau, Togo)
- Adolescent and youth HIV/AIDS, sexually transmitted diseases, and reproductive health (Benin, Burkina Faso, Cote d'Ivoire, Gambia, Mali, Togo)

In order for the national societies to achieve prioritized activities, it was requested the Federation provide the following support:

- Assist with international and local networking
- Provide technical, financial and material support
- Assist in the building of national society capacities by facilitating exchange and working visits and coordinating meetings
- Facilitate the circulation and dissemination of information
- Assist in the monitoring of each country's programme annually
- Support an evaluation at the end of the two-year period

Therefore, during 2002 and 2003, the regional delegation will support national society activities to educate at-risk groups about HIV/AIDS, encourage changes in behaviour, support PLWHAs and advocate on their behalf. The overall aim of the Federation will be to make considerable effort to ensure that all 13 national societies (where there are no country delegations) have operational country plans by the end of 2003.

As the 13 national societies are at different stages of developing a country plan, the delegation will provide its assistance in phases, whereby countries will be grouped based on the development of country implementation plans. The respective phases are as follows:

PHASE	COUNTRY	EXPECTED START DATE OF PROJECT IMPLEMENTATION
I	Togo	1 October 2001
	Ghana	1 November 2001
	Benin	1 December 2001
	Cote d'Ivoire	1 December 2001
II	Burkina Faso	1 June 2002
	Gambia	1 June 2002
	Niger	1 June 2002
	Senegal	1 June 2002
	Mali	1 August 2002
III	Cape Verde	1 June 2003
	Guinea Bissau	1 June 2003
	Liberia	1 June 2003
	Mauritania	1 June 2003

The following presentation of the HIV/AIDS programme differs from the rest of this appeal in that the national society objectives are identified below. For a detailed description of each country plan, please contact the Federation Secretariat. The remaining is how the Federation will assist the national societies.

Goal The capacity of the national societies will be increased, enabling them to plan, organize and implement HIV/AIDS prevention and reproductive health programmes while supporting national efforts in curbing the spread of the epidemic and reducing its consequences on the life, well-being and development of communities.

Objective 1 Improve knowledge and understanding of HIV/AIDS and sexually transmitted disease infection and prevention while promoting responsible sexual behaviour.

One or more of the following activities will be performed by the national societies pursuant to their country plans:

- Conduct a baseline survey where necessary.
- Identify and select peer educators.
- Produce training material.
- Produce IEC material adapted to the community or target group.
- Train and re-train peer educators.
- Sensitize target groups on HIV/AIDS and sexually transmitted disease prevention and voluntary counselling and testing (VCT).
- Procure, demonstrate and distribute condoms.
- Participate in World AIDS Day celebrations (1 December).
- Conduct monitoring and evaluation.

Objective 2 Increase safe blood transfusions and strengthen blood donation services by increasing the number of non-remunerated blood donors and the quantity of safe blood.

One or more of the following activities will be performed by the national societies pursuant to their country plans:

- Establish committees supporting promotion of blood donation.
- Develop training materials on blood donation for peer educators.
- Train peer educators on sensitizing the population to donate blood.
- Organize mass blood donation campaigns with blood transfusion centres and in collaboration with the ministry of health.
- Organize sessions on blood donation to sensitize specific target groups and the community in general.

Objective 3 To increase care and support for PLWHAs and their families.

One or more of the following activities will be performed by the national societies pursuant to their country plans:

- Collaborate with NGOs or associations for PLWHAs.
- Train volunteers on home care and counselling.
- Provide counselling and home care to persons infected or affected by HIV/AIDS.
- Organize pre- and post-test VCT sessions with appropriate centres.
- Organize medical and psycho-social support visits and referrals to hospitals or medical centres.
- Organize self-support groups for PLWHAs.

Objective 4 Strengthen the capacity of the Red Cross and Red Crescent national societies in implementing their HIV/AIDS country plans through targeted support.

To achieve this objective, the Federation will perform the following activities pursuant to national society country plans. In order to maximize efficiency and cost effectiveness this objective will be organized with the Coordination and Management programme.

- Facilitate exchange and working visits, coordination meetings and circulation of information and knowledge sharing by:
 - Ensuring the recruitment of HIV/AIDS coordinators in all national societies upon adoption of a country plan.
 - Supporting trainer workshops at the national and regional levels for all 16 national societies, addressing the various areas of focus and related activities.
 - Facilitating relevant training of volunteers and staff members.
 - Promoting the incorporation of HIV/AIDS programming into other programmes.
 - Availing the use of existing ARCHI 2010 tools to all national societies, such as production or re-production of IEC materials based on needs and adapted to the local context.
 - Reinforcing the RANY-WA network in the region, facilitating the exchange of experiences between countries, as well as encouraging increased membership from 10 to 16 countries.
 - Expanding RANY-WA activities beyond youth to incorporate mothers' clubs, condom promotion, core transmitter groups, such as commercial sex workers, truck drivers, PLWHAs and stigma and discrimination issues.
 - Using existing RHST and sectoral working groups to facilitate information exchange and act as resource persons.
- Reinforcing, facilitating partnerships and networking internationally and locally by:
 - Ensuring that national society country plans are formulated in collaboration with the national plans of action.
 - Supporting the participation of national societies in national and international conferences relevant to their programmes.
 - Facilitating national society membership of UNAIDS thematic groups at the country level.
 - Creating a memorandum of understanding or collaboration with partners such as UNAIDS to facilitate collaboration and access to relevant funds.
 - Organizing coordination meetings on HIV/AIDS with partners at both the regional and national levels to increase understanding, commitment, and advocacy, as well as identify gaps in HIV/AIDS efforts thus far, using the comparative advantage of the Red Cross to make a difference.
 - Increasing national society collaboration with associations of PLWHAs.
- Reinforcing the monitoring and evaluation component of projects at all levels by:
 - Advocating for the establishment of national- and branch-level task forces, which would include the secretary general and board members as part of the planning and monitoring process.
 - Coordinating regular regional meetings at least twice a year for monitoring progress, updating information, and reflecting on new ideas such as VCT and HIV/AIDS at the workplace.
 - Conducting joint evaluation on outcomes of projects.
 - Revisiting monitoring and evaluation indicators, tools, and guidelines with national societies, devising appropriate ones where necessary, and in consultation with partners, and encouraging a revisit of country plans of action based on needs and priorities, aiming to be realistic and focused.
 - Exploring existing evaluation resources, resource persons, and networks at national, regional, and international levels.
 - Conducting evaluations performed by external persons at least once a year.

Expected results

Within one sub-region:

- By the end of 2002, national societies will have a network of volunteers on epidemic prevention and response.
- By the end of 2002, national societies will have developed ARCHI 2010 IEC materials and methodology appropriate for their communities.
- By the end of 2002, coaches will exist within the national societies and communities to maintain the continuity of social mobilization.
- By the end of 2002, national societies will have forged partnerships with important actors thus raising the importance of their contributions in country.
- By the end of 2003, national societies will have learned best practices from each other through exchange visits of resource personnel.
- By the end of 2003, national societies of the sub-region will be prepared to become teachers in the field for the other national societies of the region.
- By the end of 2002, national societies will have developed water and sanitation IEC materials and methodology appropriate for their communities that increase knowledge in and prevention of waterborne diseases.
- By the end of 2002, water and sanitation officers trained in technical, managerial and public health areas will have set up developmental water and sanitation initiatives in their communities.
- By the end of 2002, national societies will have renovated water and sanitation substructures, infrastructures and equipment protecting water sources from contamination in targeted communities based on established criteria.
- By the end of 2002, communities, with the support of the national societies, will be in the position to improve the sanitation of commercial and family latrines.
- By the end of 2003, national societies of the sub-region will be prepared to become teachers in the field for the other national societies of the region.
- Standards established across West Africa in first aid practice and training.
- First aid as an income-generating activity is effective; authorities are aware of the need of a legal base.
- First aid and the capacity of the Red Cross to offer services of first aid is increased.
- By the end of 2003, all national societies will have operational country plans.
- By the end of 2003, networking processes will have furthered communication and knowledge sharing.
- By the end of 2003, in conjunction with the humanitarian values programme, lobbying and advocacy skills will have put HIV high on the agenda within Red Cross and in the sub-region.
- By the end of 2003, national societies will have developed and built strategic alliances at regional and national levels to ensure maximization of resources in their countries as well as partnerships with advocacy groups.

Indicators

Within one sub-region:

- A database of volunteers in the targeted communities who are prepared to initiate community mobilization for prevention of epidemics on behalf of the national societies.
- Posters, leaflets, flyers in at least two languages of the country and one for illiterate volunteers produced.
- A roster of Federation-certified coaches available for duty on behalf of the national societies.
- Evaluation reports from exchange visits and community-based epidemic prevention actions compiled into a report for dissemination at the end-of-year sectoral working group meeting.
- At least one memorandum of understanding will have been signed between a UN agency and the Federation on behalf of the national societies so that activities are coordinated and supported.
- Terms of reference for sharing the expertise of this sectoral working group with the other national societies in the region at the end of 2003.
- Posters, leaflets, flyers in at least two languages of the country and one for illiterate volunteers are produced to increase knowledge in and prevention of waterborne diseases.
- National society water and sanitation officers, trained in technical, managerial and public health areas, running developmental water and sanitation initiatives in their communities.
- Water sources, substructure, infrastructure and equipment protected from contamination in accordance with SPHERE standards in targeted communities.

- A handbook developed that provides practical guidance on how to plan, manage and monitor sanitation and hygiene education programmes and what individuals, families and communities can do to reduce the risks of ill health due to these diseases.
- Terms of reference for sharing the expertise of this sectoral working group with the other national societies in the region at the end of 2003.
- Adapted first aid trainer's manual for each national society.
- National society first aid programmes assessments with inclusion of all partners.
- Public authorities adopting or considering adoption of legislature on first aid at the instigation of national societies.
- Income generated by national societies through first aid.
- Operational country plans for HIV/AIDS in 16 national societies.
- More people will have been reached with each national society's HIV/AIDS message.
- There will be a noticeable change in behaviour in communities, including more open discussions on sex education, increased HIV/AIDS knowledge among youth, increased condom use, open acceptance and inclusion of PLWHAs, and a reduction in stigma.
- There will be a noticeable change in behaviour nationally, including increased access to information on sexual education, and an increase of youth-friendly sexually transmitted disease services.
- Increased partnerships with organizations providing care or counselling for PLWHAs.

Critical assumptions

- No major political disruptions in West Africa interfering with programming.
- Improved communications with national societies.
- The momentum for the regional working group, sub-regional groups, sectoral health groups and RHST.
- Sufficient funding for the regional health programme for longer-term sustainability.

Monitoring and evaluation arrangements

- Regular contacts, field visits and consultations with national societies will be made by the regional health delegate.
- Monthly, quarterly, semi-annual reports will be shared by the regional health delegate.
- Regional health delegate will perform regular consultations with the RHST focal point, regional working group and sectoral groups, country delegations, and relevant regional- and country-based organizations will be made.
- Use of regional resource personnel to assist national societies in implementing health programming.
- Every objective has built-in evaluation mechanisms.
- An impact assessment will be made on the national society health plans using external resource persons.
- The programme will have a mid-term assessment mission conducted at the end of 2002 to make sure it is meeting its objectives and that it still reflects the needs of the national societies in the changing environment.
- A mid-term evaluation of the HIV/AIDS objective will be carried out at the end of 2002.

3. Fundamental Principles and humanitarian values

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Background and achievements/lessons to date

West Africa still suffers from political and social instability, often in line with famine, epidemics and diseases. Whatever the causes may be - colonial heritage, wars, ethnic tensions, droughts, floods - this specific situation and the fact that more than one million are internally displaced persons (IDPs) have an impact on humanitarian values. The promotion of humanitarian values is crucial and are at the base of sustainable development for civil society and security. Without humanitarian values, political stability and a process toward democracy and economic prosperity will remain an illusion.

The promulgation of a better understanding of humanitarian values, both within the Movement and to the public at large, positions the national societies at the forefront in promoting the welfare of the most vulnerable. Taking a stance, developing policy and programming, or becoming involved in advocacy initiatives will also achieve a greater degree of visibility, credibility, cooperation and support for Red Cross and Red Crescent activities in West Africa.

The main themes of this initiative are displaced populations, children and HIV/AIDS. The majority of West African states have acceded to the 1951 UN convention on the status of refugees and its 1967 protocol. Yet issues concerning the protection of displaced populations remain relevant in the region. The national societies, as auxiliaries to their governments, are in a unique position to develop policy and programming around population movement. Successes in population movement programming in other parts of the world constitute a good basis from which to address the evident population movement issues in West Africa.

The most vulnerable are children and adolescents. They suffer most from the effects of displacement, unstable situations and insecurity as well as diseases, especially HIV/AIDS. These facts often lead to an inverse hierarchical order of family structures. Children carry a heavy burden, often having to act as the family breadwinner from a very early age. In extreme cases, children are sold or tricked into exploitative work conditions, where their health and education suffer. West African Red Cross and Crescent societies are ready to act and lobby for and on behalf of children across the region, aiming to highlight their rights to health, education and nutrition.

By means of population movement programming, national societies will be strengthened and assisted in their activities on behalf of the most vulnerable by:

- Training and monitoring counsellors, coaches, instructors and Red Cross and Red Crescent volunteers to apply humanitarian values in their everyday work
- Making sure that the main themes are considered in existing activities and programmes
- Establishing a Red Cross and Red Crescent network for the exchange of good practices
- Improving the necessary tools and skills and providing technical support, from which the national societies will be better equipped to speak for themselves and on behalf of vulnerable people to their governments, media the general public, and internationally.
- Encouraging and facilitating partnerships with agencies and organizations pursuing similar objectives.

This will entail the participation of other national society departments such as health and youth and therefore strengthen interdepartmental cooperation within and among national societies.

Goal Support national societies of West Africa in promoting humanitarian values in order to achieve sustainable development through sensitization, training, policy making and programming, with an emphasis on displaced populations, children and youth, and HIV/AIDS-affected people.

Objectives and activities

Objective 1 Encourage national societies to improve knowledge about legal instruments and the international framework, to promote the development of a legal base in their countries and to clarify their role within the system of assistance.

- Assist national societies in developing a clear role in helping displaced populations based on contacts with the government.
- Distribute information and training in close cooperation with the outreach project.
- Establish a pool of legal experts in order to encourage national societies to develop a sound legal base for population movement activities, enabling increased advocacy on behalf of displaced populations and the special needs of children.

Objective 2 Support national societies in having well-trained staff that is aware of problems and issues arising from migration and population movement, able to start concrete activities on behalf of the most vulnerable, familiar with methods for trainer training, and able to consider conflict negotiation and peace building between different populations.

Activities to reach this objective are:

- Recruit key persons in selected national societies.
- Organize workshops and training in the national societies and sub-regional groups. Key themes will be information about psychological and social problems arising from migration, vulnerability of children, conflict negotiation, project management and fund-raising, training methods and skills, and peer group education.
- Elaborate information material (flyers, manuals) for the participants of the workshops and trainings.
- Monitor the trained key persons and support them in their pursuit of concrete activities with respect to the main themes.

Objective 3 Support national societies in working together to avoid parallel structures in other programmes for the same target groups and with similar objectives, such as disaster response and preparedness, and health and organizational development programmes.

Activities to reach this objective are:

- Draw up an inventory of existing activities and programmes in the different national societies.
- Make sure that programmes' main themes are considered.
- Give assistance where needed by counselling and monitoring.

Objective 4 Support national societies' self-reliance in population movement issues and well-assessed programmes, such as emergencies and long-term programmes, by the use of regional networking within the Movement and with outside partners.

Activities to reach this objective are:

- Assist national societies in developing external relations in the field of population movement, allowing them to enhance their contribution to the population movement forum and the wider marketing of their skills.
- Conduct exploratory discussions concerning the establishment of regional population movement working groups similar to PERCO (Platform for European Red Cross Cooperation on Refugees, Asylum Seekers and Migrants), constituting a regional network for the exchange of information and good practices. Encourage national societies to make more interventions that are of increasing quality in line with SPHERE standards wherever possible.
- Organize an end-of-year (2003) meeting for this sectoral working group to develop a strategy for sharing population movement awareness in programming with the other national societies for the following year.

Expected results

- Increased national society awareness and knowledge of relevant international legal instruments and population movement issues, improved presentation and negotiation skills, and greater professionalism within the first two years of the project.
- Sound legal base with the majority of counterpart governments and a clear role for national societies in assisting displaced populations, providing a basis and a platform for advocacy on behalf of the most vulnerable within moving and displaced populations by project end.
- Key persons recruited in selected national societies from every sub-regional group.
- At least three workshops and trainings per year will have taken place.
- Information material is elaborated and used.
- Monitoring of development of concrete programming is established.

- Increased cooperation with disaster response and preparedness, health and care, and organizational development activities regarding assisting displaced populations.
- Developing relationships and enhancing cooperation among national societies on refugee and displacement issues in the regional context; enhanced direction, consistency of action, and clear communication on the issues.
- Increased involvement of national societies in the region in activities reflecting the population movement goal.

Indicators

- Presence of population movement projects in national societies' strategic planning documents.
- Records of effective communication appear in the media and peer agencies concerning their actions.
- Red Cross and Red Crescent societies identified as experts and considered as such by media, lead agencies and government.
- Identified and trained key persons exist in the three sub-regions.
- Reports on workshops and trainings performed.
- Information material produced.
- Concept of monitoring embraced.
- Inventory of existing programmes show the fields of cooperation
- Reports on programmes and activities performed.
- A working group specializing in population movement issues constituting the basis of a regional network for the exchange of information and good practices is operational.
- External assistance for national societies' population movement activities exists.
- Report on the end-of-the-year meeting in 2003 is performed

Critical assumptions

- All national societies are equipped with electronic communications equipment, and information officers are empowered to use it.

Monitoring and evaluation arrangements

- Media monitoring, field visits, telephone conferences, e-mail conferences.
- Extent of positive media coverage, extent of cross-regional communication and collaboration.
- National society contribution to fora dealing with targeted advocacy issue.
- Evaluation of the programme by verification of the objectives and achieved results, measured according to respective indicators.

4. Organizational development

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Background and achievements/lessons to date

The regional delegation will continue to support national societies in West Africa throughout 2002 and 2003. National societies will be supported on the basis of their commitment to change and innovation. Support will be given to national societies that lead the change process in technical, resource, and governance areas in moving toward the characteristics that define a well-functioning national society and not according to their level of development. With these elements in play, the regional delegation will seek to identify resource persons, preferably from within the region, to act as change agents, facilitators or coaches as required and as requested by one or more national societies or by a sub-regional or sectoral working group.

Organizational development support will continue to address five areas: (self) assessment, planning, implementation, communication and knowledge sharing, and evaluation and re-assessment. Tools to measure national society performance are being developed by the Federation Secretariat and will increasingly underpin the type and level of support to national societies. Good governance and effective management will be prioritized in establishing performance standards. Performance measurement against agreed standards and objectives will also apply to the regional delegation, and national societies will be encouraged to participate in this exercise.

Effective national society leadership has been identified as a key development area in the region and the constitution of a core management group will support this objective and will enable executives in the region to have an increasing role in the work of the Federation.

In 2002 and 2003, efforts will be made to link organizational development more closely to Red Cross branches and communities and to other programme areas, particularly in encouraging improved management of volunteers within ARCHI and disaster preparedness. Participation of critical stakeholders, both internal and external as defined in the organizational development framework, will be encouraged in this process.

Unfortunately, limited capacity and means of communication have left some of the region's national societies isolated and their efforts unnoticed. An interim communications consultant was hired in November 2000 to help re-establish links between the regional delegation and national societies. Regular field visits resulted in several publications increasing media exposure of Red Cross and Red Crescent activities in the region. With the recent posting of an information delegate, these positive trends are expected to continue. Based on the priorities of the national societies, the regional delegation is taking an overall view of the information function of the region's national societies. In addition to strengthening their ability to physically communicate with each other, the organization and the world at large, the regional delegation will also seek to help national societies develop partnerships with different aspects of civil society, governance and the private sector.

In 2001, three national societies received support from the regional delegation in planning and organizing fund-raising initiatives and income-generation projects. Although encouraging, the revenue from these activities was very small. The regional delegation also provided three different national societies with computers, software and training to support their resource development initiatives and to improve their financial management. At this stage, it is still too soon to see the results of this initiative. Resource development will continue to be supported by the regional delegation in 2002 and 2003 and will include support for commercial first aid within the health and care programme. At the same time, efforts will be made to encourage good accounting practice and sound financial management as a basis for sustainable resource development.

Finally, the regional delegation will seek to provide a lead role within the Movement for supporting the organizational development of national societies in West Africa. Special attention will also be made toward assisting the Liberia National Red Cross Society.

Goal Organizational change within national societies enabling better delivery of relevant services to the most vulnerable.

Objectives and activities

Objective 1 Provide technical assistance to national societies in (self) assessment, planning, implementation, communication and knowledge sharing, and evaluation and re-assessment.

Activities to reach this objective are:

In one sub-region:

- Promote and provide technical support and tools for assessment within national societies; if required facilitate assessment, link self-assessment with VCA and other assessment tools, and support the identification of relevant activities.
- Promote and provide technical support and tools for plans within the national societies and facilitate planning, promote and support training in human resources and volunteer recruitment and utilize external resources where indicated, and support national societies in updating their legal base where required.
- Promote and provide technical support and tools in support of change management within national societies that includes structural, functional, governance and management, and systems and procedures; provide support on statutes as required; provide or help national societies to access leadership training; obtain advice on integrity protection; provide advice on the characteristics of a well-functioning national society; if requested, mediate on behalf of national societies.
- Disseminate, promote and provide technical support and tools for evaluation systems³ within national societies; facilitate monitoring and evaluation within national societies as requested, and support the planning of recurring assessments or evaluations.
- Provide assistance to national societies in reporting formats and report-writing techniques in line with Federation standards.
- Organize an end-of-year meeting in 2003 for this sectoral working group to develop a strategy for providing technical assistance to the other national societies for the following year.

Objective 2 Support national societies in establishing efficient financial management systems and resource development.

Activities to reach this objective are:

In one sub-region :

- Encourage efficient financial systems and accurate reporting (by mid-2003)
 - Assess national societies' financial management systems.
 - Review current financial controls, rules and procedures, the division of responsibility with regard to financial management between finance and programme staff, reporting and budget control functions, accounting systems and practices, and banking and cash management regulations.
 - Formulate recommendations for the improvement and development of national societies' financial systems and procedures, taking into account existing capacities, projected needs, and the importance of compatibility with Federation accounting and control systems.
 - Promote improved financial management controls and mechanisms.
 - Assist in the redefinition of roles and responsibilities of management functions with regard to financial authority and responsibility.
 - Recommendations to improve programme budget preparation, budget control and reporting procedures, and cash flow management.
 - Support training based on current skills of national societies' finance staff, and support, develop and train them in order to develop the required skills and competencies as agreed.
- Resource development (from mid-2003 or on completion of financial management)
 - Assist national societies with developing plans for government subsidies to national societies, and increase membership support and private sector support.
 - Assist national societies with analyzing current strengths and weaknesses in fund-raising and resource development.
 - Support national societies in developing fund-raising and resource development plans and strategies.
 - In light of the current situation and national societies' strategic plans, provide support and tools for innovative and appropriate fund-raising techniques and strategies.
 - Support national societies in identifying appropriate fund-raising activities and income-generation projects.

³ Questionnaire developed by the Monitoring and Evaluation division.

- Support national societies in implementing resource development strategies.
- Support national societies in identifying training needs in resource development and in information and public relations skills for staff and volunteers, and draw up a training plan to meet identified needs.
- Organize an end-of-year meeting in 2003 for this sectoral working group to develop a strategy for providing financial management and resource development assistance to the other national societies for the following year.

Objective 3 Provide technical support to national societies to enhance communications and information sharing in coordination with ICRC.

Activities to reach this objective are:

- Sub-regional support via public relations in media and Federation publications.
- Regular, targeted, low-cost publications.
- To support national society information activities by assisting in information planning, training personnel, providing equipment; to encourage knowledge sharing among national societies; to increase visibility of national society work.

Objective 4 Support organizational change within the LNRCS, enabling better delivery of relevant services to the most vulnerable.

Activities to reach this objective are:

The regional delegation will support the LNRCS throughout 2002 and 2003 in achieving organizational reform if the willingness to change and internal stability of the LNRCS provides an expectation of positive results from this support. The LNRCS is expected to lead the change process in technical, resource and governance areas. An important aspect of the regional delegation's task in supporting the LNRCS will be to use tools to measure the performance of the LNRCS. In so doing, good governance and effective management will be prioritized in establishing performance standards.

- Promote and provide technical support and tools for assessment within the LNRCS, if required facilitate assessment, link self-assessment with VCA and other assessment tools, and support the identification of relevant activities.
- Promote and provide technical support and tools supporting a LNRCS development plan and facilitate planning; promote and support training within human resources and volunteer recruitment using external resources where indicated, and support the LNRCS in updating their legal base.
- Promote and provide technical support and tools in support of change management within the LNRCS including structural, functional, governance and management, systems and procedures; provide or help the LNRCS to access leadership training; obtain advice on integrity protection; provide advice on the characteristics of a well-functioning national society.
- Disseminate, promote and provide technical support and tools for an evaluation system within the LNRCS.
- Support efficient financial management, budgeting, and accounting, using external training resources as required.
- Management and governance training in fundamental principles and the history and practices of the Movement.

Expected results

- National societies will have used assessment tools to identify and prioritize relevant activities.
- National societies' plans, where not already existing, indicate relevant programmes and human resource and volunteer recruitment training to support programme implementation.
- Changes in the structure and functions at governance and management level, in systems and procedures of national societies, and a firmer legal base where required.
- Monitoring and performance evaluation systems being used effectively by national societies and an established system for renewing and abandoning redundant activities.
- Standardized reporting formats will be available in all national societies; personnel charged with reporting function in national societies will have received one-on-one assistance from the regional delegation to bring their reporting up to minimum Federation standards.
- By the end of 2003, national societies of the sub-region will be prepared to become teachers in the field for the other national societies of the region.
- National society accounting and financial management systems meet ISO standards by mid-2003.
- National society development plan is arrived at with at least 50 percent of self resources by end 2003.

- Increased publicity for Red Cross and Red Crescent work.
- Greater sharing of skills and information.
- Heightened public profile of selected national societies.
- Readiness of prioritized national societies to pass on knowledge and skills to less information-capable societies.
- Increased communication among national societies.
- An LNRCS mission statement designed to gain broad support within the LNRCS at all levels.
- Positive LNRCS public image.
- An effective management team in line with statutes and agreed procedures enabling a clear, straightforward, and accountable governing and management structure.
- An inclusive LNRCS development plan moving towards final draft.
- An improving system for financial management, budgeting, accounting enabling external independent auditing.
- Regular reports to LNRCS stakeholders on activities and the use of resources.
- Management and governance applying the fundamental principles and the history and practices of the Movement in day-to-day activities within the LNRCS.

Indicators

- National societies have used many of the following assessment tools to identify beneficiaries and stakeholders and analyze their own capacity and performance - SWOT analysis, Tree of Problems, vulnerability and capacity assessment⁴, CAPI2, stakeholder analysis, strategic analysis, Strategy 2010, ARCHI 2010 and logical framework.
- National society programmes based on comprehensive planning which are benefiting from improved human resource management and volunteer recruitment.
- Governance and management conducted in line with the Federation model statutes, tangible reforms in systems and procedures, and a firm legal base.
- National society use of performance evaluation systems and a system for renewing and abandoning the least productive activities.
- Standardized reporting formats will be available in all national societies, and personnel charged with the reporting function in five national societies will have received one-on-one assistance from the regional delegation to bring their reporting up to minimum Federation standards.
- By the end of 2003, national societies of the sub-region will be prepared to become teachers in the field for the other national societies of the region in technical assistance.
- Financial reporting is according to ISO standards and national society accounts are audited satisfactorily by the end of 2003.
- Viable resource development in operation at national societies.
- By the end of 2003, national societies of the sub-region will be prepared to become teachers in the field for the other national societies of the region.
- Media is more supportive of Red Cross and Red Crescent work and appreciate increased contact.
- Demonstrable mutual understanding of the roles and capacities of national societies by their peers, such as at regional or sectoral meetings.
- Selected national societies demonstrate increased positive visibility in the media.
- By the end of 2002, one sub-regional group has a recognized focal point for information issues who would also be a resource person for other sub-regional groups. By the end of 2003, a focal point in each sub-regional group is able to act as spokesperson for Red Cross and Red Crescent.
- E-mail traffic among regional national societies shows marked increase.
- Verifiable impact of a mission statement on the performance of the LNRCS.
- Effective management measured in terms of achieving the LNRCS mission, preparing and carrying out policies and managing staff and volunteers, optimal use of other LNRCS resources, and the setting and measuring of SMART objectives and adequate planning.
- Verifiable impact of a LNRCS development plan if completed.
- Report of external independent auditor.
- Frequency, accuracy and relevance of LNRCS reports.
- Management and governance decisions reflect an understanding and respect for the fundamental principles and the values of the Movement.

⁴ Facilitated by disaster preparedness programme.

Critical assumptions

- Counterparts of subscribing national societies within the Movement and in government will gain a clear appreciation of project benefits and will respond accordingly.
- In Liberia, organizational reform and stability in the LNRCS continues.

Monitoring and evaluation arrangements

- Programme to be regularly monitored by the regional delegation with input from the refugee unit.
- Each national society will provide a quarterly report to be consolidated by the project management team.
- An independent evaluation to take place during the middle of year two.
- In Liberia, regular contacts, field visits and consultations with LNRCS.
- In Liberia, monthly, quarterly, semi-annual reports by the LNRCS reviewed by the regional delegation.
- In Liberia, regular consultations with the regional working group, sub-regional group and the sectoral development group, as well as ICRC and country delegations.
- Liberia programme review will be performed in January 2003.
- In Liberia, progress measured against objectives using indicators on the basis of data supplied through the monitoring arrangements listed above.
- Review of the Liberia programmes scheduled for the end of 2002.

5. Regional cooperation

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Background and achievements/lessons to date

More than ten years ago, the regional delegation for West Africa was established to coordinate and provide support to the 16 regional national societies. The regional delegation has taken a leading role in encouraging the establishment by the West African national societies of working groups which determine policy and strategy on health, preparedness and development issues. At the beginning of 2002, the regional delegation will have already taken steps to decentralize in order to provide better service delivery to those national societies without a country delegation. This is part of the strategic direction of the Federation Secretariat, which the regional delegation represents in West Africa. The regional delegation will change focus from operational to supporting and working through regional structures as a function of the needs of the West Africa national societies and the capacities of the regional delegation.

Goal To encourage well-functioning national societies in West Africa that can mobilize support and carry out their mission, contributing to the building of civil society.

Objectives and activities

Objective 1 Support national society sub-regional cooperation and information exchange.

Activities to reach this objective are:

- Support the national societies in revising the terms of reference for the regional working group.
- Support the national societies in appointing an executive secretary and filling the posts 'pro persona' for the regional working group.
- Support the regional working group in revising the terms of reference for each sub-regional working group.
- Facilitate the organization of productive semi-annual regional working group meetings with input to and from quarterly sub-regional groups; agendas and minutes shared with close partners.
- Support national societies in becoming full partners in their countries with relevant organizations and agencies by contributing their expertise to policy making, such as with UNAIDS theme groups, WFP, ILO.

Objective 2 Support human resource development and deployment in West Africa.

Activities to reach this objective are:

- Regional training, a priority for identifying, training and deploying regional resources within the regional strategy as above and including delegation staff.
- Develop a core management group consisting of national society executives for an initial three-year period.
 - Establish criteria for the identification of five national society leaders to constitute the core management group.
 - Deploy core management group members on short- to medium-term assignments within the region.
 - Identify leadership training possibilities internally and externally.
 - Contribute to core management group career development plans.

Expected results

By the end of 2002:

- Strong working relationships between the regional delegation and the regional working group based on clear understanding of roles within agreed terms of reference.
- Regional working group and sub-regional working groups effectively supported by a secretariat.
- Improved national society programming through regional, sub-regional and sectoral working groups working together based on agreed terms of reference and with full participation of regional delegates.
- Access to new resources and information through sustainable national society partnerships with other organizations at the country level
- Core management group members have had a Federation induction on practices with enhanced leadership skills.

Indicators

- Increased effective national society programmes due to the work of the regional, sub-regional and sectoral working groups.
- Regional groups' secretariat contributing to effective work.
- Added value through regional delegates' contribution to the regional groups' work.
- Formalized, sustainable national society partnerships with other organizations at the country level.
- By the end of 2003, at least two national society staff will have served as core management group members for the regional delegation.

Critical assumptions

- No major political disruptions in West Africa interfering with programming.
- The decentralization of the regional delegation.
- Improved communications with national societies.
- The momentum for the regional working group, sub-regional groups, sectoral groups.

Monitoring and evaluation arrangements

- Programme to be regularly monitored by the regional delegation with input from technical departments.
- Each working group session will provide a report to be consolidated by the regional delegation.
- An independent evaluation to take place during the middle of year two.

6. Coordination and management [click here to return to the top](#)

Background and achievements/lessons to date

The emphasis in 2000 has been on enabling a management structure and practice which is efficient, innovative, responding to client needs, communicative, and working according to Federation norms. This has been achieved to an increasing extent. A further challenge is now being met, that of developing the regional delegation's coordination function in the region, fulfilling the role of serving as leader to the national societies operating in and supporting the region. To assist the delegations in West Africa in supporting national societies with implementing the strategic directions of the Secretariat, it is important to encourage cost efficiency and improve services to national societies by concentrating on some key areas:

- focused programming
- efficient organization and systems
- improved communication
- performance measurement
- effective human resource management

Goal To provide necessary service supporting the regional and country delegations and, through them, the national societies constituted in West Africa.

Objectives and activities

Objective 1 Improved regional delegation management and coordination.

Activities to reach this objective are:

- Implement Secretariat priorities based on the three strategic directions and ten expected results of Strategy 2010; implement, assess and update the regional strategy with the West Africa national societies, country delegations and participating national societies that have an interest in this region.
- Changes in organization, systems and procedures within the regional delegation to be started in 2001.
- Coordinate regional activities through regional delegation meetings, including as determined, heads of delegation, technical delegates, supporting national society delegates, bilateral national society delegates and the ICRC.
- Organize a West Africa partnership meeting in autumn 2002 for all national societies involved in West Africa, including delegates from the 16 West Africa national societies, supporting national societies, bilateral national societies, the Federation and ICRC.
- Sub-regional management to be facilitated by the opening of three offices in the region (Dakar, Abidjan and Lagos).
- Provide administrative support for a security officer within the region.
- Within Africa Review and ICRC cooperation, explain Federation lead role in development by defining a strategy, and discuss ICRC role within this approach through programming.
- Telecommunications officer to visit each of the Federation delegations on a regular basis to improve existing telecommunications within and between the regional and country delegations and keep them maintained.

Objective 2 Provide timely reporting according to Federation and donor standards.

Activities to reach this objective are:

- Maintain Federation reporting in the region according to Federation standards.
- Assist in the preparation of Appeal 2003 in order to further improve project indicators and tracking.

Objective 3 Improve accounting and financial management performed by Federation delegations in the region.

Activities to reach this objective are:

- Process accounts from delegations and check them for compliance with Federation financial regulations and procedures.
- Review monthly financial reports from delegations for format and consistency.
- Prepare or review cash request analysis for approval by authorized individuals.
- Review budgets prepared by delegations for format and consistency.
- Advise and support delegations in the use of Federation budget monitoring tools.

- Assist with budget revisions where necessary.
- Develop a range of standard analysis reports for use by delegations in financial management.
- Act as a centre for regional communication on financial management and accounting issues.
- Support delegations on matters relating to use and maintenance of Federation financial systems.
- Support delegations in preparation for financial reports to donors.
- Brief and debrief delegates.
- Assist delegations with recruitment, training and evaluation of national personnel.
- Assist delegations with financial control of Federation operations.

Objective 4 Institute knowledge management services supporting Federation work in core areas with special attention to volunteer management.

Activities to reach this objective are:

- Create a resource centre, ensuring key documents are available in English and French.
- Design and develop a user-friendly website that can provide an interactive picture of the region using WADMIS maps (see disaster preparedness programme), the actions of communities, NGOs, local and international agencies, and the activities of the national societies and Federation within that picture; set up a system of maintenance for the site in English and French.
- Circulate management information through sub-regional listserv and contacts database.
- Maintain the Red Cross and Red Crescent assistance matrix for West Africa.
- Work in cooperation with the knowledge management centre in Harare to exchange experiences and best practices.
- Support training, particularly in volunteer management.

Objective 5 Provide support for the achievement of the Federation's objectives for 2002 and 2003 in Liberia by efficient and cost-effective management and organization.

The International Federation first opened an office in Liberia in 1991. This office was headed by a Federation representative, but initially its scope was limited by the civil war to supporting the LNRCS in needs assessment and some limited distribution. The delegation expanded thereafter, but was encouraged to close down temporarily in 1996 because of a renewed outbreak of fighting. In 2001, the delegation was temporarily suspended pending suggested reforms within the LNRCS. Interim staff maintain day-to-day responsibilities in advance of resumption of Federation activities in Liberia. Recent progress within the LNRCS provides some grounds for a possible resumption in 2002.

In 2002, a technical advisor is planned to support LNRCS management structure and practice enabling an efficient and cost-effective response to the agreed needs of the LNRCS. It would assure communication internally and externally and would work according to Federation norms. The following priorities would be addressed:

- efficient organization and systems
- focused programming centred on capacity building
- amplified communication
- accurate performance measurement
- legal status agreement between the government of Liberia and the Federation

The technical advisor would also be tasked with organizing support to the LNRCS in the core programmes as described above and identifying, with the LNRCS, specific technical assistance needs. Activities to achieve this objective are:

- Support and facilitate the work of the LNRCS within the Liberia programmes outlined in this appeal.
- Maintain relations with supporting national societies and other resource providers.
- Support the LNRCS where required in needs assessment and programme elaboration in addition to the VCA.
- Support national staff in training on standard procedures.
- Represent the Federation within Liberia and maintain close cooperation with ICRC.
- Monitor and report on developments in the Liberian context.
- Advocate for the completion of a legal status agreement between the government of Liberia and the Federation applicable to the immunities, personnel, assets and the activities of the Federation in Liberia.

Expected results

By the end of 2002:

- Substantial progress in implementing objectives from this appeal overall and within Secretariat priorities.
- Organizational structure, systems and procedures within regional delegation consolidated; established routines and consistent efficiency within the regional delegation.
- Coordination of Federation and Movement approach within the region and shared vision and mission within the regional delegation and country delegations and commonly pursued objectives understood and endorsed by all.
- Office in Lagos with sub-regional responsibilities by mid-2002 (Dakar office opened in 2001).
- Federation delegations in the region will conform to timely reporting following Federation and donor-specific standards.
- Appeal for 2003 will have even greater contribution from national societies as a result of better definition, tracking analysis of indicators, and improved development of project cycle through reporting.
- Accurate delegation accounts and financial reports will have been prepared on a timely basis in accordance with Federation standard formats.
- Delegation budgets will have been prepared consistent with Federation formats and based upon realistic assumptions.
- A range of standard analysis reports will have been developed and adopted by delegations.
- Delegation finance departments will be appropriately staffed by well-trained personnel.
- Increased publicity for Red Cross and Red Crescent work.
- Greater sharing of skills and information.
- LNRCS is clearly moving toward the characteristics that define a well-functioning national society.
- Continued positive and transparent relations with LNRCS partners, especially ICRC.
- Increased familiarity of the LNRCS staff with standard Secretariat procedures and improved performance in logistics, administration and finance.
- Positive image of the Federation in Liberia.
- Clear information on all aspects of the situation in Liberia reaches decision makers.
- A legal status agreement between the government of Liberia and the Federation.

Indicators

Please refer to indicators within this appeal overall and within the Secretariat priorities.

- Positive internal audit during 2002.
- Agreed strategy paper for the Movement in 2002.
- Lagos office terms of reference agreed and operational.
- Timely and results-based reports.
- Appeal for 2003 will have even greater contribution from national societies as a result of better definition, tracking analysis of indicators, and improved development of project cycle through reporting.
- Analysis of submission date for monthly financial report against deadlines.
- Number of corrections required to submitted monthly financial report.
- Analysis of budgets submitted on time in standard formats.
- Number of delegations that will have adopted standard analysis reports to assist with their own financial management.
- Project balances.
- Number of projects in deficit at 31 December 2002 and 31 December 2003.
- Information resource facility up and running in the regional delegation.
- Operational website.
- LNRCS performance against Federation assessment tools.
- Extent of LNRCS involvement in collaborative initiatives and projects with partners.
- Timing of monthly financial reports, availability of budget performance reports for programme managers, adequate documentation of source expenditure documents, filing system according Secretariat standards, procurement, transport and storage according to Secretariat standards.
- Mass media coverage of the LNRCS and the Federation; reference to LNRCS and Federation activities by partners in key documents.
- Frequency, accuracy and relevance of verbal and written reports submitted by the Federation office in Liberia to decision makers.
- A legal status agreement between the government of Liberia and the Federation.

Critical assumptions

- No major political disruptions in West Africa interfering with programming.
- The decentralization of the regional delegation.
- Improved communications with national societies.
- The momentum for the regional working group, sub-regional groups, sectoral groups.
- Organizational reform and stability in the LNRCS is maintained.

Monitoring and evaluation arrangements

- With regard to finance, the responsibility for monitoring the regional finance unit rests with the head of the regional finance unit, the head of the regional delegation, and the head of operations accounting and development unit, as well as the internal audit department. Progress will be monitored through quarterly reports by the head of the regional finance unit to the head of the regional delegation and the head of operations accounting and development unit, as well as through informal discussions.
- Programme to be regularly monitored by the regional delegation with input from technical departments.
- A technical advisor will be responsible for monitoring progress according to objectives defined in this appeal. This will principally be achieved by validating written reports against programme activity and through staff management meetings, visits to branches, and delegate feedback on monitoring activity. This will include the matching of financial expenditure against reported activity and developments. The regional delegation, partner national society, and Geneva Secretariat working visits will further contribute to monitoring and evaluation of the programme.
- An independent evaluation to take place during the middle of year two.
- A formal review of the Federation programmes in Liberia will be held during this appeal period.

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PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	200'000	0	0	0	0	200'000
Clothing & Textiles	0	4'500	14'875	0	0	0	0	19'375
Food & Seeds	0	45'000	0	0	0	0	0	45'000
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	3'000	130'058	0	0	0	0	133'058
Teaching Materials	0	10'000	55'000	0	0	0	0	65'000
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
Subtotal Supplies	0	62'500	399'933	0	0	0	0	462'433
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	409'375	0	0	0	0	409'375
Computer & Telecom	0	31'664	49'700	4'500	5'500	21'600	21'200	134'164
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	15'000	73'384	0	5'600	7'000	12'000	112'984
Subtotal Capital	0	46'664	532'459	4'500	11'100	28'600	33'200	656'523
Programme Management	0	58'380	233'879	13'901	75'951	37'330	75'693	495'133
Technical Services	0	17'476	70'011	4'161	22'736	11'175	22'658	148'217
Professional Services	0	19'381	77'642	4'615	25'214	12'393	25'128	164'371
Subtotal Programme Support	0	95'237	381'531	22'676	123'900	60'898	123'479	807'721
Warehousing/Inspection	0	0	0	0	0	0	11'600	11'600
Transport & Vehicles	0	55'458	186'698	20'700	100'376	20'231	128'139	511'602
Subtotal Transport & Storage	0	55'458	186'698	20'700	100'376	20'231	139'739	523'202
Delegates & Expatriates	0	222'695	314'366	58'200	448'791	93'814	366'304	1'504'170
National Societies and Local Staff	0	77'931	432'395	31'140	222'144	83'400	173'062	1'020'072
Subtotal Personnel	0	300'626	746'761	89'340	670'935	177'214	539'366	2'524'242
Travel & Related Expenses	0	45'028	107'479	29'680	68'960	102'236	62'980	416'363
Information	0	4'450	239'085	21'000	32'000	480	16'560	313'575
Consultants	0	50'250	103'784	3'600	49'700	84'504	20'200	312'038
General Expenses	0	59'199	133'284	14'653	46'890	63'453	134'251	451'730
Training Workshops & Seminars	0	146'380	637'450	0	22'500	16'000	52'760	875'090
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	0	305'307	1'221'082	68'933	220'050	266'673	286'751	2'368'796
TOTAL BUDGET	0	865'792	3'468'464	206'149	1'126'361	553'616	1'122'535	7'342'917